

**CROSS-BORDER COOPERATION IN THE SOCIO-ECONOMIC  
MALINDO COOPERATION BETWEEN INDONESIA AND MALAYSIA:  
A CASE STUDY OF NORTH KALIMANTAN AND SABAH IN 2022  
UNDERGRADUATE THESIS**



**UNIVERSITAS  
ISLAM  
INDONESIA**

Written by:

**YUNITA SARI**

20323109

**DEPARTMENT OF INTERNATIONAL RELATIONS  
FACULTY OF PSYCHOLOGY AND SOCIO-CULTURAL SCIENCES  
UNIVERSITAS ISLAM INDONESIA**

**2024**

**CROSS-BORDER COOPERATION IN THE SOCIO-ECONOMIC  
MALINDO COOPERATION BETWEEN INDONESIA AND MALAYSIA:  
A CASE STUDY OF NORTH KALIMANTAN AND SABAH IN 2022  
UNDERGRADUATE THESIS**

Proposed to the Department of International Relations  
Faculty of Psychology and Socio-Cultural Sciences  
Universitas Islam Indonesia  
As a partial fulfillment of the requirements to earn a  
Bachelor's Degree in International Relations



Written by:

**YUNITA SARI**

20323109

**DEPARTMENT OF INTERNATIONAL RELATIONS  
FACULTY OF PSYCHOLOGY AND SOCIO-CULTURAL SCIENCES  
UNIVERSITAS ISLAM INDONESIA**

**2024**

**AUTHORIZATION PAGE**  
**CROSS-BORDER COOPERATION IN THE SOCIO-ECONOMIC  
MALINDO COOPERATION BETWEEN INDONESIA AND  
MALAYSIA: A CASE STUDY OF NORTH KALIMANTAN AND  
SABAH IN 2022**

Defended in front of the Board of Examiners  
in the Department of International Relations  
Faculty of Psychology and Socio-Cultural Sciences  
Universitas Islam Indonesia

As a partial fulfillment of the requirements to earn a  
Bachelor's Degree in International Relations



Validated by

Department of International Relations  
Faculty of Psychology and Socio-Cultural Sciences  
Universitas Islam Indonesia

Head of Department



*Karina Utami Dewi*  
Karina Utami Dewi, S.I.P., M.A.

Board of Examiners

- 1 Hangga Fathana, S.IP., B.Int.St., M.A.
- 2 Enggar Furi Herdianto, S.I.P., M.A.
- 3 Gustrieni Putri, S.IP., M.A.

Signature

*Hangga Fathana*  
*Enggar Furi Herdianto*  
*Gustrieni Putri*

## STATEMENT OF ACADEMIC INTEGRITY

I hereby declare that this undergraduate thesis is the result of my independent scientific work and that all material from the work of others (in books, articles, essays, dissertations, and on the internet) has been stated, and quotations and paraphrases are indicated.

No other materials have been used other than those cited. I have read and understood the university's rules and procedures regarding plagiarism.

Making false statements is considered a violation of academic integrity.

19 February 2024,



---

*Yunita Sari*

## TABLE OF CONTENTS

<b>COVER PAGE</b>	i
<b>AUTHORIZATION PAGE</b>	iii
<b>STATEMENT OF ACADEMIC INTEGRITY</b>	iv
<b>TABLE OF CONTENTS</b>	v
<b>LIST OF TABLES</b>	vii
<b>LIST OF FIGURES</b>	viii
<b>ABSTRACT</b>	ix
<b>CHAPTER 1 INTRODUCTION</b>	1
<b>1.1 Background</b>	1
<b>1.2 Research Question</b>	5
<b>1.3 Research Objectives</b>	5
<b>1.4 Research Scope</b>	5
<b>1.5 Literature Review</b>	6
<b>1.6 Research Framework</b>	8
<b>1.7 Provisional Argument</b>	10
<b>1.8 Research Method</b>	10
<i>1.8.1 Type of the Research</i>	10
<i>1.8.2 Subject and Object of the Research</i>	10
<i>1.8.3 Method of Data Collection</i>	11
<i>1.8.4 Process of the Research</i>	11
<b>1.9 Thesis Outline</b>	11
<b>CHAPTER 2 CROSS-BORDER INTERVENTION AGENDA</b>	12
<b>2.1. Analysis of Joint Commitment and Common Road</b>	12
<i>2.1.1 Cultural and Social</i>	12
<i>2.1.2 Institutional and Urban</i>	14
<i>2.1.3 Economy and Technology</i>	16
<i>2.1.4 Accessibility Barriers</i>	17
<b>2.2 Analysis of The Commonalities</b>	20
<i>2.2.1 Motivation to Cooperate</i>	20
<i>2.2.2 Common Elements</i>	21
<i>2.2.3 Dynamics Elements</i>	22
<b>CHAPTER 3 CROSS-BORDER GOVERNANCE MODEL</b>	23
<b>3.1 Analysis of The Relational Structure and Framework</b>	23
<i>3.2. 1 Stakeholders Role</i>	23

<b>3.2 Analysis of The Relational Processes</b>	24
3.3.2 <i>Decision-Making Processes</i>	25
3.3.3 <i>Conflict Resolution Mechanisms and Actions</i>	26
<b>CHAPTER 4 CROSS-BORDER MANAGEMENT FRAMEWORK</b>	29
<b>4.2 Analysis of The Intervention Focus</b>	29
4.2.1 <i>Spatial and Focused Scale</i>	29
4.2.2 <i>Temporal Scale</i>	29
4.2.2 <i>Policy Sectors</i>	30
<b>4.3 Analysis of The Management Tools and Functions</b>	31
4.3.1 <i>The Set of Plans and Actions</i>	31
4.3.2 <i>Administrative Function and Capacities</i>	33
<b>CHAPTER 5 CONCLUSION</b>	34
<b>5.1 Conclusion</b>	34
<b>5.2 Recommendation</b>	36
<b>BIBLIOGRAPHY</b>	38

## LIST OF TABLES

<b>Table 1 Cross Border Cooperation (CBC) Elements</b>	<b>9</b>
--	----------

## LIST OF FIGURES

<b>Figure 1 Statistics of Employed and Unemployed Citizens in Sabah, Malaysia</b>	<b>13</b>
<b>Figure 2 Statistics of Employed and Unemployed Citizens in North Kalimantan, Indonesia</b>	<b>13</b>
<b>Figure 3 Statistics Percentage of Employed Person by Educational Attainment in Sabah, Malaysia</b>	<b>14</b>
<b>Figure 4 Statistics Percentage of Employed Person by Educational Attainment in North Kalimantan, Indonesia</b>	<b>15</b>
<b>Figure 5 Statistic of GDP Per Capita in Sabah, Malaysia</b>	<b>16</b>
<b>Figure 6 Statistic of GDP Per Capita in North Kalimantan, Indonesia</b>	<b>17</b>
<b>Figure 7 Statistics of Road Length by Type of Road in Sabah, Malaysia</b>	<b>18</b>
<b>Figure 8 Statistics of Road Length by Type of Road in North Kalimantan, Indonesia</b>	<b>18</b>
<b>Figure 9 Statistic of Foreign Tourist Arrivals in Sabah and North Kalimantan</b>	<b>19</b>



## ABSTRACT

Sosek Malindo Cooperation is a cooperation between Indonesia and Malaysia in the areas of socio-cultural, economic, commerce and transportation, security, and border control. In general, this collaboration seeks to improve border communities' welfare and quality of life that experience less attention and rely primarily on neighboring countries. To answer how the two countries are related, cross-border integration and cooperation approaches have been used in this research. This research aims to describe the success of cooperative relations between the two countries in terms of CBC aspects and a detailed understanding of cross-border cooperation. Analysis of several factors such as the Cross-Border Intervention Agenda, Cross-Border Governance Model, and Cross-Border Management Framework revealed that the Sosek Malindo cooperation is effective. However, it is important to note that this achievement has not been without its challenges.

**Keywords:** Cross-Border Cooperation (CBC), Sosek Malindo Cooperation, North Kalimantan and Sabah, Socio-Economic Cooperation.

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background**

The Sosek-Malindo Cooperation is a joint action between Indonesia and Malaysia regarding the socio-economic development of their shared border regions (Nurfardzan 2022). This collaboration covers the border areas of Indonesia and Malaysia in the provinces of Riau, The Riau Islands, West Kalimantan, and East Kalimantan now North Kalimantan in Indonesia and Sabah and Sarawak in Malaysia. In this research, the writer focused on the region of North Kalimantan and Sabah which formed a partnership in 1995. The principal purpose of this partnership is to improve the well-being of people living along both countries' borders (Sudiar and Irawan 2019).

Although the relationship has been ongoing for several years, a research paper found that it has not considerably benefitted North Kalimantan, as critical commodities and necessities are still predominantly supplied by Malaysia (Satyawan 2018). Nonetheless, the cooperation has successfully helped to enhance the well-being of people living on both countries' borders (Satyawan 2018).

In terms of cross-border analysis, the Sosek-Malindo Cooperation is an example of a successful cross-border initiative between two neighboring countries (Satyawan 2018). This could be due to a lack of infrastructure or other issues inhibiting the region's ability to build a self-sufficient economy (Fahrozi, Sumarlan, and Joostensz 2019). Despite these limitations, the relationship has

played a critical role in improving the well-being of people living on both countries' borders by improving access to healthcare, education, and essential services (Itasari 2020).

According to a pre-feasibility study completed by the Ludwig Maximilian University of Munich, cross-border cooperation between Sabah, Malaysia, and North Kalimantan, Indonesia, has tremendous economic potential (Lord and Chang 2018). The report identifies four major sectors that could develop cross-border value chains: medical, tourism (multi-destination), skills training and higher education, and the trade of specific goods (Lord and Chang 2018).

In addition, the study defined the cross-border economic area between the two regions and proposed an early design for a border development plan. It showed that establishing a trade and investment zone for North Kalimantan and Sabah, which share a 330-kilometer border, has great for improving the well-being of people living on both sides of the border (BIMP-EAGA 2020).

Sabah and North Kalimantan have shared natural resources. Sabah is one of Malaysia's main oil producers while North Kalimantan has significant resources such as coal, gold, and oil (BIMP-EAGA 2020). According to a thematic analysis published by MIDF Research, Sabah's GDP will expand at a rate of 4.1% per year between 2022 and 2030 (Zulkeffeli, Morhalim, and MIDF Team 2022).

Malaysia is Indonesia's third-largest trading partner, behind China and Japan, with total trade between the two countries expected to reach USD 13.8 billion by 2020 (Minister of International Trade and Industry 2020). Notably, Indonesia predominantly exports mineral fuels, oils, and distillation products to

Malaysia, whereas Malaysia's primary imports include electrical gear and equipment, mineral fuels, and oils (Idris 2018).

According to the Asian Development Bank's pre-feasibility study, establishing cross-border cooperation makes sense because the economies of Sabah and North Kalimantan complement one another (BIMP-EAGA 2020). Transportation and commerce infrastructure investments, such as the Trans-Borneo Highway, make cross-border industry possible and viable (Bernama 2023). Given the information in the previous paragraphs, the writer of this study has concluded that there are several promising opportunities within this collaboration, especially for the North Kalimantan and Sabah regions. The writer has summarized the reasons why this is an interesting issue in the points below:

- a. The cross-border value chains between Sabah and North Kalimantan have significant potential for development.
- b. The economies of Sabah and North Kalimantan complement each other, making cross-border cooperation easier to construct.
- c. Sabah and North Kalimantan have abundant natural resources, including coal, gold, and oil. Sabah's GDP is projected to expand at 4.1% annually from 2022-2030 (hajij 2022).
- d. Malaysia is Indonesia's third-largest trading partner, after China and Japan, with a total trade value of USD 13.8 billion in 2020 (Minister of International Trade and Industry 2020).

Because of many inadequacies in other Sosek Malindo work regions, the author elected to focus the study on North Kalimantan. Cross-border collaboration between West Kalimantan and Sarawak has been extensively studied. However,

the dynamics of local-central government interactions in this region of West Kalimantan have a greater impact on microregionalism than on broader socioeconomic cooperation (Karim 2015).

Nonetheless, there are ongoing problems that must be addressed, such as infrastructural deficiencies and other factors impeding the formation of a self-sustaining economy in the region (BIMP-EAGA 2020). To address these issues, strategies such as improving infrastructure, fostering bilateral business-to-business opportunities, and developing technical and vocational education and training (TVET) and higher education institutions could all make significant contributions to strengthening economic ties between Indonesia and Malaysia (A. B. Purnama and Iswardhana 2022).

According to the arguments above, Cross-Border Integration (CBI) is a determining aspect of cross-border cooperation because both of them are related. CBI can be defined as contacts (flows) across borders that are constrained by border barriers, or as a convergence of territorial features to increase homogeneity and reduce inequalities (territorial gaps) while Cross-Border Cooperation (CBC) is a key strategy for promoting territorial integration and leveraging opportunities in border regions (Loures et al. 2019).

The case study between North Kalimantan and Sabah is sufficient to meet these criteria and can be further discussed. A systems approach helps explain the CBC, providing a framework for "trying to measure reality" due to its complexity (Wong Villanueva, Kidokoro, and Seta 2022).

In conclusion, the methodology for executing cross-border collaboration between Indonesia and Malaysia has a high chance of success. To realize this

potential, both countries must work together to address difficulties and maximize the possibilities that emerge from the collaboration.

## **1.2 Research Question**

How is the Cross-Border Cooperation in the Socio-Economic Malindo Cooperation between Indonesia and Malaysia, specifically in the regions of North Kalimantan and Sabah, progressing in 2022?

## **1.3 Research Objectives**

The objectives of this research were to identify and analyze several things:

1. The historical base shaping the Malindo cooperation between Indonesia and Malaysia in 2022,
2. the governance model of both countries regarding the cooperation considering the differences of perception and key issues of the Malindo cooperation between Indonesia and Malaysia in 2022, and
3. The framework used and the scale of the Malindo cooperation between Indonesia and Malaysia in 2022.

## **1.4 Research Scope**

This research focuses on the geographic regions of North Kalimantan in Indonesia and Sabah in Malaysia, with a particular emphasis on the socio-economic aspects of the Malindo cooperation. The study intends to examine some essential elements such as intervention agendas, the governance model, and also the management framework. These are discussed in the following chapters.

In addition, the study emphasizes the Cross-Border Cooperation (CBC) approach while elaborating on Cross Border Integration (CBI) elements to understand the relationship and the linkages inside the Malindo Cooperation that exists between Indonesia and Malaysia. This research also requires deeper analysis to understand the complex ties in both countries to get a complete understanding of collaborative dynamics and the consequences for further development and stability.

### **1.5 Literature Review**

One study has revealed how border regions collaborate with smuggling syndicates, which contributes to people and cargo trafficking. The intertwining of family history and socio-cultural exchange has been reported as a primary driver of these unlawful acts, with the widespread belief that such behaviors are normal rather than criminal. This is consistent with the literature, which emphasizes the impact of cultural norms on border-related behaviors (Sa'ad, Huda, and Rahim 2023)

This is supported by the fact that the GBC Malindo framework struggles to properly manage the border due to awareness gaps. It also builds on previous studies by emphasizing the role of security personnel in allowing cross-border activities for personal gain, notwithstanding their illicit nature. These findings add to the larger conversation on the challenges that border management agencies face, emphasizing the varied character of border-related issues. By combining these ideas, this study has improved our understanding of the complex dynamics of border management and emphasized the importance of addressing socio-cultural,

economic, and awareness-related elements to improve the efficacy of programs such as GBC Malindo (Sa'ad, Huda, and Rahim 2023).

Another study on the construction of the Sebatik Fishery and Marine Cultivation Center (SKPT Sebatik) indicates that this is expected to have a favorable impact on collaboration efforts within the Sosek Malindo framework. The center is an example that is consistent with current work on the transformative effects of economic developments on cross-border collaboration. The establishment of SKPT Sebatik is expected to establish a new economic hub on the Indonesia-Malaysia border (Yanti and Muawanah 2020). The transition of commercial operations, particularly in the trade of fisheries commodities, from Malaysia's dominant Tawau market to Sebatik is a strategic move that fosters a decentralized economic landscape along the border (Yanti and Muawanah 2020).

The research contained in this study highlights the importance of government backing in shaping negotiating dynamics in cross-border collaborations. The establishment of SKPT Sebatik is an example of the central Indonesian government's support for North Kalimantan. The improvement of Indonesia's negotiating position inside the Sosek Malindo cooperation is regarded as a positive outcome, addressing the concerns of residents who felt completely reliant on the Tawau marketplace. The study supports the notion that such government-backed economic initiatives can help regions negotiate and contribute to the overall success of cross-border collaborations (Yanti and Muawanah 2020).

The last study reviewed highlights the obstacles that the border region has faced in the realization of its economic potential through international trade operations, despite fast growth in both trade value and the range of goods



exchanged. This study is consistent with current literature on the complexity of cross-border trade and the barriers experienced in border regions. The research discusses combined bilateral trade agreements (BTA) and traditional cross-border commerce, with regulatory improvements and a BTA review in 1970. It is consistent with other research highlighting the importance of adaptive and inclusive trade policies. This paper sought to overcome barriers to economic growth in border areas, highlighting the role of regulatory frameworks in fostering cross-border trade (Apriani and Daniah 2021).

The idea here is that BTA regulation specifically changes the traditional trade functions with greater flexibility in terms of goods and trade values, and emphasizes the complexities of trade agreements in border regions. The BTA review is based on equality principles and awareness of the growing relevance of traditional commerce. In other words, implementing trade agreements with consideration of local conditions along the Indonesia-Malaysia border region (Apriani and Daniah 2021).

## **1.6 Research Framework**

The cross-border cooperation approach has evolved significantly, driven originally by concepts proposed by scholars such as Van Houtum in the year 2000. However, a new approach was introduced by Jose and his colleagues in a research paper titled "Cross-Border Integration, Cooperation, and Governance: A Systems Approach for Evaluating 'Good' Governance in Cross-Border Regions" (Wong Villanueva, Kidokoro, and Seta 2022). For clarity and ease of understanding, the writer has presented the findings in a structured table as follows:

**Table 1 Cross Border Cooperation (CBC) Elements**

<b>CBC Element</b>	<b>Sub Element</b>	<b>Resource</b>
Cross-Border Intervention Agenda	Joint commitment	(Sohn 2014; Buckley, Belec, and Anderson 2017; Castanho et al. 2018; Dvalishvili 2018)
	Common envisionment and road	(Blatter 2004; Deppisch 2008; ESPON 2012; Scherer and Zumbusch 2011; Zumbusch and Scherer 2015; OECD 2017; Dvalishvili 2018)
	Commonalities	(Blatter 2004; Deppisch 2008; Scherer and Zumbusch 2011; Fricke 2015; Zumbusch and Scherer 2015; Buckley, Belec, and Anderson 2017; Dvalishvili 2018)
Cross-Border Governance Model	Relational structure	(van Houtum 2000; Gualini 2003; Blatter 2004; Deppisch 2008; Fricke 2015; Decoville, Durand, and Feltgen 2015; OECD 2017)
	Relational framework	(van Houtum 2000; Blatter 2004; Deppisch 2008; ESPON 2012; Fricke 2015)
	Relational processes	(van Houtum 2000; Gualini 2003; Deppisch 2008; Scherer and Zumbusch 2011; Fricke 2015; OECD 2017)
Cross Border Management Framework	Intervention focus	(Gualini 2003; Blatter 2004; ESPON 2012; Sohn 2014; Fricke 2015; OECD 2017)
	Intervention tools	(van Houtum 2000; Gualini 2003; OECD 2017; Castanho et al. 2018)
	Management functions	(Deppisch 2008; “METROBORDER – Cross-Border Polycentric Metropolitan Regions” 2012; Zumbusch and Scherer 2015; OECD 2017)

**Source: Journal of Borderland Studies**

This approach was chosen for the research because the ideas relating to cooperation provide a holistic view of cross-border regions (Wong Villanueva, Kidokoro, and Seta 2022). This approach is appropriate for evaluating the Malindo cooperation between Indonesia and Malaysia because of the cross-border partnerships, and because it provides a holistic picture of how diverse parties contribute to socioeconomic dynamics in North Kalimantan and Sabah.

In the process of writing the CBC elements, The discussion of Joint Commitment and Common road also The Relational Structure and Framework will unite due to the similarity of the discussion and the relevance of each element.

## **1.7 Provisional Argument**

This study aimed to determine how the cooperation affected local communities, economics, and governance. Cross-border cooperation on the socio-economic Malindo Cooperation between Indonesia and Malaysia specifically in the region of North Kalimantan in 2022 is an effective kind of cross-border cooperation across countries. However, this cooperation has several imperfections, including a shortage of infrastructure and other borderland issues. Cross-border cooperation is ideal for this issue because it can be examined to ensure goals in improving well-being are achieved.

## **1.8 Research Method**

### *1.8.1 Type of the Research*

The researcher refers to the qualitative approach for the information in this research. Primary data in the qualitative approach comes from looking at open resources on the internet such as journals, government reports, and so on. These methodologies help the authors to determine recommendations for the government and future researchers.

### *1.8.2 Subject and Object of the Research*

This research is a middle-scale research because it discusses the relationship between two countries, specifically North Kalimantan in Indonesia and Sabah in

Malaysia, and also focuses on the implementation of the Socio-Economic Malindo Cooperation in 2022.

### *1.8.3 Method of Data Collection*

The writer's information-collecting method in this study is based on research papers and the government's report on implementing the Socio-Economic Malindo Cooperation between North Kalimantan and Sabah in 2022.

### *1.8.4 Process of the Research*

The author began by collecting primary data through data collection and then connected and analyzed it to the implementation of the Socio-Economic Malindo Cooperation in 2022.

## **1.9 Thesis Outline**

The first chapter includes the introduction of the study, including the background, research questions, research objectives, research scope, literature review, framework, provisional argument, research method, and outline. In this research, the writer has a qualitative research method. The second, third, and fourth chapters are context and analysis chapters which contain the findings and the resources, as well as the case analysis based on the understanding of the Cross-Border Cooperation Approach. This reviews the integration elements across time and their relationship. The writer divided the discussion into three chapters based on the elements to be discussed. The last chapter, Chapter Five, concludes the thesis and summarizes the study's contributions and implications for future investigations as well as gives recommendations to the actors involved.

## **CHAPTER 2**

### **CROSS-BORDER INTERVENTION AGENDA**

#### **2.1. Analysis of Joint Commitment and Common Road**

A joint commitment is a shared commitment or agreement between two or more people to carry out a specified activity or follow a particular course of action. It entails a mutual awareness and acceptance of responsibilities, obligations, and rights of a single objective or purpose (Siposova and Carpenter 2019). The following section contains several indicators that can elucidate and analyze the reasons joint commitment happens:

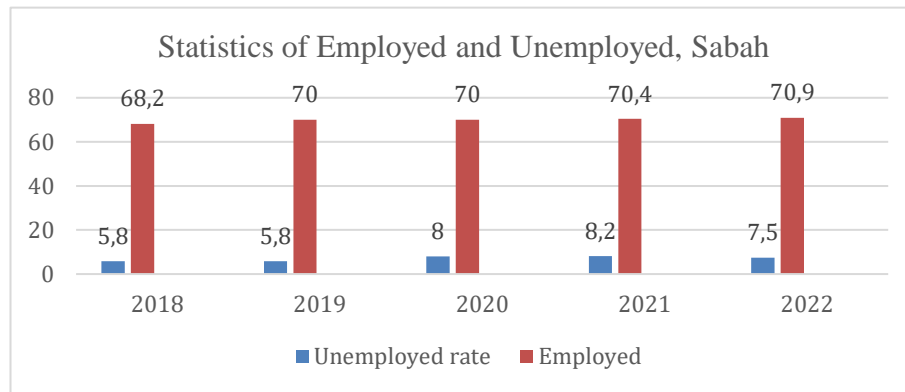
##### *2.1.1 Cultural and Social*

Culture is a complex and often undetectable system of beliefs and practices that influence the activities of planning authority, posing inherent obstacles. The cultural context has a substantial impact on public processes (Schühly 2022). From conception to successful relations, public policies must be consistent with the cultural norms of a society. However, cultural background adds complexity. The level of acceptance of a policy within a community is critical to its effective implementation (Joyce 2022).

In terms of social development, the Malindo Sosek Secretariat's cooperation can be assessed by the number of employed and unemployed citizens in both nations. The Malindo Sosek Secretariat is critical in addressing concerns and providing answers for bilateral cooperation between the two countries. It facilitates the selection of collaborative subjects and accumulates data for the future under consideration (B. E. Purnama 2023). According to data from their respective

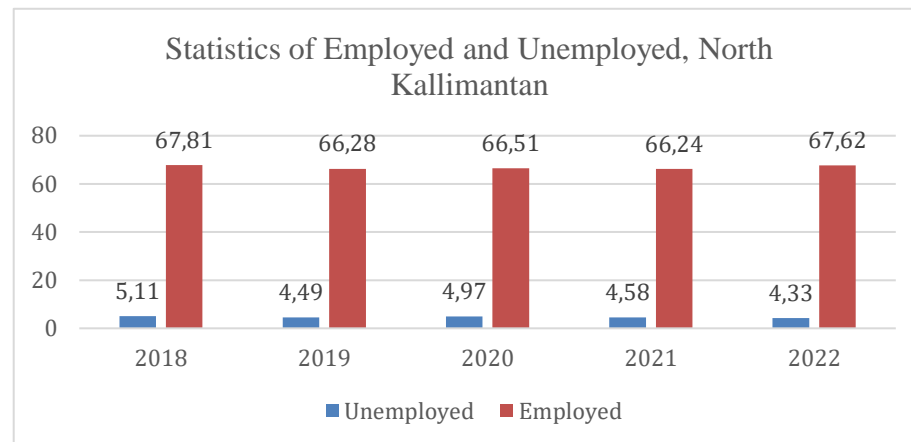
national statistical agencies, Malaysia and Indonesia exhibit the following data as chart below:

**Figure 1 Statistics of Employed and Unemployed Citizens in Sabah, Malaysia**



**Source: Labour Force Survey Report, Malaysia**

**Figure 2 Statistics of Employed and Unemployed Citizens in North Kalimantan, Indonesia**



**Source: North Kalimantan Province Central Statistics Agency**

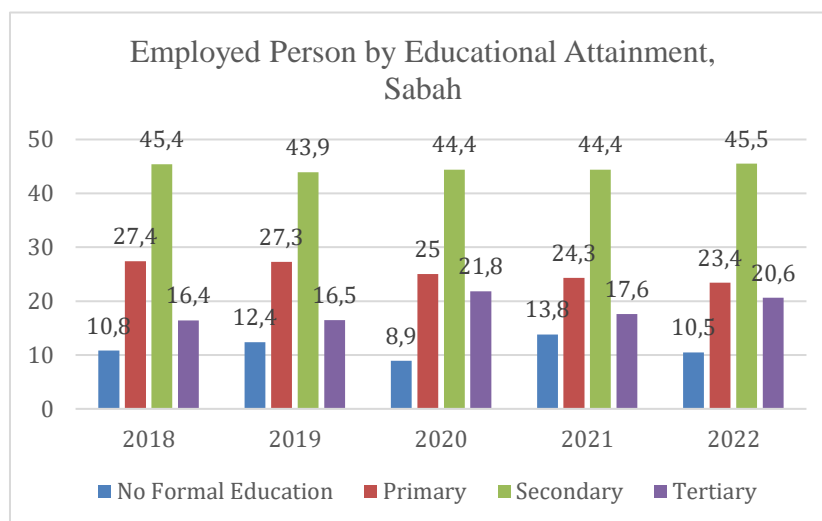
Both regions showed positive outcomes regarding the number of employed and jobless citizens, which benefits both because a low unemployment rate signifies a country's effectiveness in producing jobs, boosting productivity, and building its economy. Countries that can sustain high growth rates have a higher chance of achieving economic stability and long-term prosperity (Ponto 2023).

### 2.1.2 Institutional and Urban

Cross-border cooperation, urban-rural ties, and multi-level structures all contribute to the complex network of limitations that exist in urban planning and development (Huang and Cantada 2019). In this context, a limitation is defined as any resource that is unable to match the demands. Constraints come from a variety of sources, including a lack of hierarchy, disagreements, and compromises (Huang and Cantada 2019).

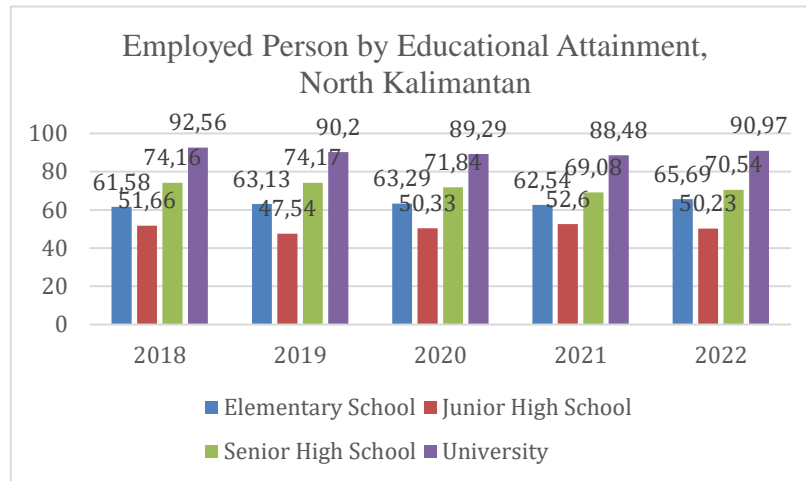
Specific restrictions limiting urban planning systems include the planning strategy and system, catchment area, qualified people, proper documentation, revenue from paid rates, and equipment, among others (Otu 2022). Though assessed from multiple levels, one of the measuring elements is population quality (Huang and Cantada 2019). The population in the North Kalimantan and Sabah regions has varying degrees of education impacted the condition of employed and unemployed citizens, as explained in the table below:

**Figure 3 Statistics Percentage of Employed Person by Educational Attainment in Sabah, Malaysia**



**Source: Labour Force Survey Report, Malaysia**

**Figure 4 Statistics Percentage of Employed Person by Educational Attainment in North Kalimantan, Indonesia**



**Source: North Kalimantan Province Central Statistics Agency**

The data from the two regions reveal outcomes with varying degrees of education, but the majority of people in both regions have acquired education, whether elementary, secondary, or postsecondary. Current trends in both regions demonstrate that the majority of people have completed upper secondary school up to the university level. However, the population of North Kalimantan has consistent numbers at every level of schooling.

A high level of education in the population has a substantial impact on regional growth. A good education produces high-quality human capital. People with relevant knowledge and skills can help to promote long-term growth. Education investments help to build a stronger workforce and prepare future generations. Higher education among the general population is critical to furthering regional development. The government must prioritize educational access and infrastructure to ensure equal educational opportunities for all sectors of society (Badan Pusat Statistik 2023).

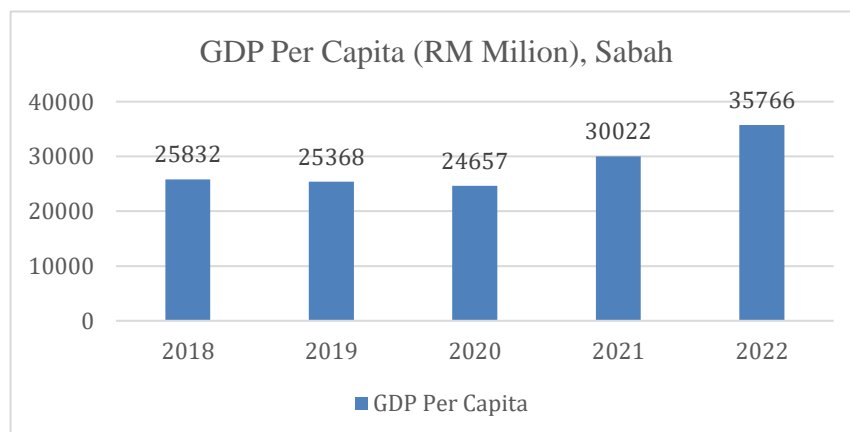


### 2.1.3 Economy and Technology

Globalization, which pushes nations to integrate and use technology, has resulted in the convergence of economic and technological sectors in the modern landscape. The fact that international connections between countries no longer require traditional or manual procedures, provides the opportunity to overcome limits (Aslam et al. 2018). It's crucial to consider the positive impact of cross-border digital service inputs on the economic growth of importing countries. However, it's also essential to recognize that trade barriers in digital services can potentially counteract these positive effects. (Hao et al. 2023).

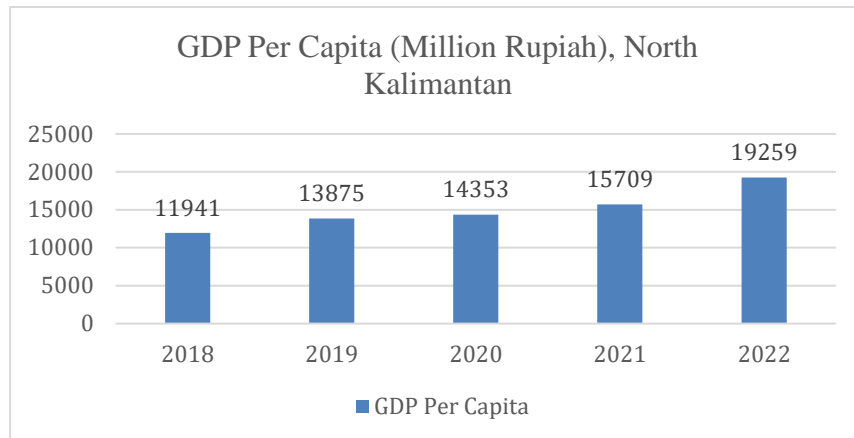
GDP per capita is an essential measure of a region's economic and technological advancement. The higher the GDP per capita, the better the regional economic conditions and technical growth potential (World Bank 2022). The North Kalimantan and Sabah regions have a high per capita GDP that continues to increase throughout the year, indicating robust economic growth. Below are the GDP data for both regions:

**Figure 5 Statistic of GDP Per Capita in Sabah, Malaysia**



**Resource: State Socioeconomic Report Sabah**

**Figure 6 Statistic of GDP Per Capita in North Kalimantan, Indonesia**



**Resource: North Kalimantan Province Central Statistics Agency**

The data from both regions, Sabah and North Kalimantan shows a positive trend, increasing from year to year and experiencing quite significant changes in 2022. Growing GDP per capita not only indicates economic well-being but also propels technological advancement. Governments, businesses, and individuals must continue to invest in education, research, and infrastructure to maximize the benefits of economic growth in technology and overall prosperity (woetzel et al. 2018).

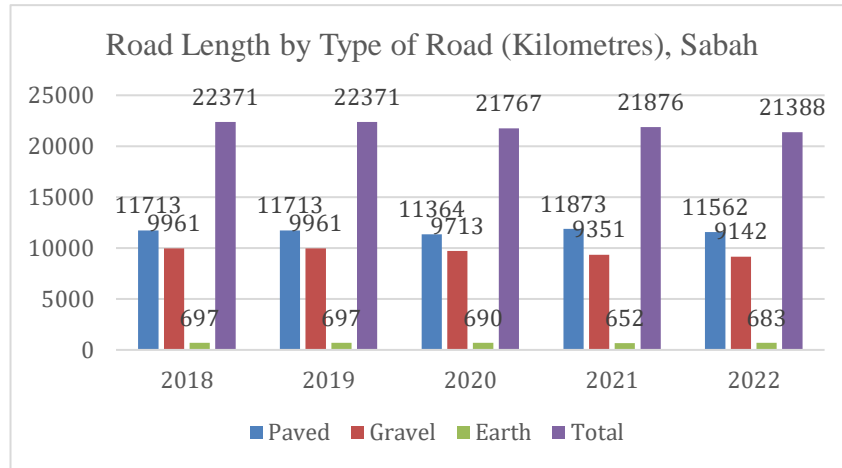
#### *2.1.4 Accessibility Barriers*

Sustainable transportation is a key component of urban and regional sustainability and is dependent on the critical issue of accessibility (Cote 2020). Recognizing the vital function of transportation infrastructure in connecting border areas, it is clear that it can have a considerable impact on both regions (Christodoulou and Christidis 2019).

The notion of accessibility, which is well-established and increasingly stressed in transportation and land use planning, has emerged as a primary focus for policymakers at the national, regional, and municipal levels (Antipova et al.

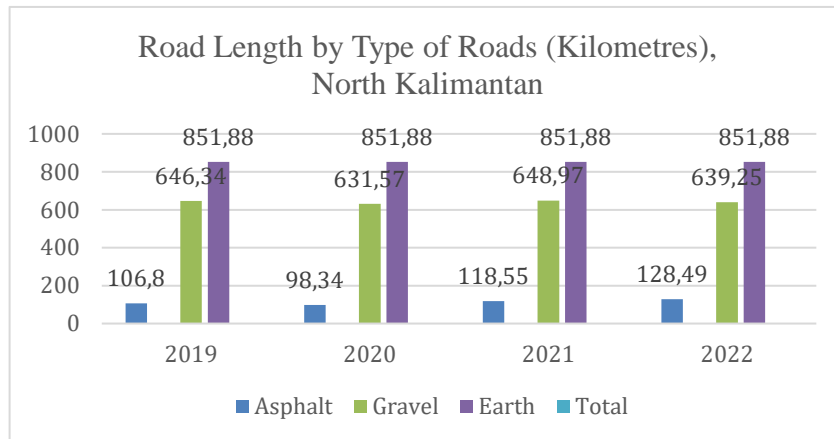
2020). Total infrastructure in the form of land roads influences the ease of people accessing many things and conveniences. The following is infrastructure data in the Sabah and North Kalimantan regions as follows:

**Figure 7 Statistics of Road Length by Type of Road in Sabah, Malaysia**



**Resource: State Socioeconomic Report Sabah**

**Figure 8 Statistics of Road Length by Type of Road in North Kalimantan, Indonesia**



**Resource: North Kalimantan Province Central Statistics Agency**

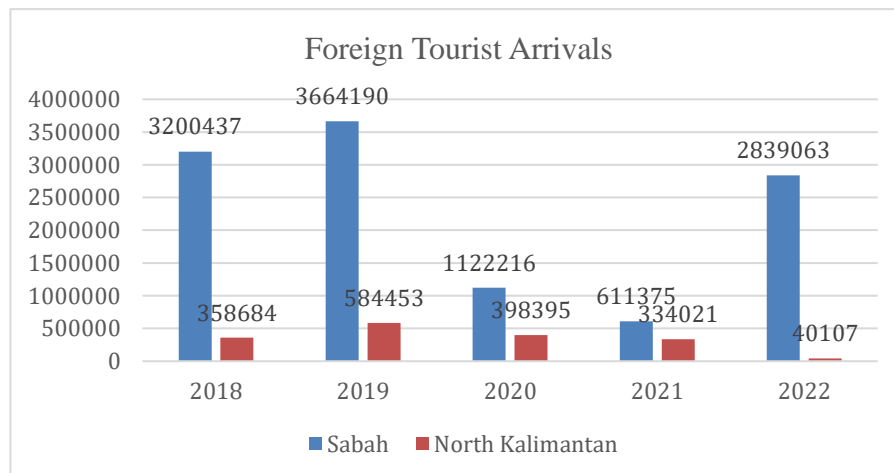
From the data above, it can be seen that road construction in North Kalimantan province is still lacking because there are still many roads that have not been paved, in contrast to the Sabah region where the majority of roads are paved (Tong 2021). This gap will influence many things, one of which is the desire of both local and international people to visit the region. Addressing road building and

infrastructure in North Kalimantan is critical to boosting economic growth, increasing connectivity, and attracting tourism. The quality of roads and transit alternatives will influence people's desire to visit the location (Malay Mail 2024).

CBC has evolved from a tool for addressing development gaps in disadvantaged areas to a strategic lever for capitalizing on the competitive advantages of cities located along two countries' borders. This dual potential and various characteristics of CBC programs have a synergistic effect (Hardi et al. 2021). CBC initiatives and strategies play an important role in improving sustainability, greatly contributing to the overarching goal of creating and maintaining sustainability (Cote 2020).

Physical access has emerged as a major problem in cross-border connections, following legal/administrative and language. This lack of access is caused by a variety of factors, including limited border-crossing infrastructure, and constraints in cross-border public transportation (European Union 2022). The following is data on the total foreign visitors coming to North Kalimantan and Sabah during the vulnerable years 2018 to 2022 as follows:

**Figure 9 Statistic of Foreign Tourist Arrivals in Sabah and North Kalimantan**



**Resources: Immigration Department of Malaysia and North Kalimantan  
Province Central Statistics Agency**

From the statistical data that has been described, good road infrastructure can increase tourists' interest in visiting the area. From this data, it can be seen that the Sabah region which has better road access is proven to have a greater number of migrants than the North Kalimantan region. Improved road infrastructure is vital in drawing tourists to a place. Investing in road development not only improves local connections, but also draws tourists, stimulates the economy, and encourages long-term growth (UNWTO 2023).

## **2.2 Analysis of The Commonalities**

### *2.2.1 Motivation to Cooperate*

Reasons to collaborate can be divided into several need components, each of which contributes to both nations' common interests. A primary motivation is the desire for economic development across border regions. By strengthening collaboration through Sosek Malindo, both countries hope to boost economic activity, facilitate cross-border trade, and attract investment, ultimately contributing to shared prosperity and regional development (Anuar and Raharjo 2022).

Social and cultural links play an important role. Border regions require collaboration due to their historical, social, and cultural links. Sosek Malindo's cooperation strengthens these links, promoting better understanding, cultural interaction, and harmony amongst the populations on either side of the border. Shared natural resources throughout border zones demand joint management and sustainable use. Sosek Malindo emphasizes the importance of collaborative

initiatives in forestry, water resources, and biodiversity conservation (Sa'ad, Huda, and Rahim 2023).

Trade and cross-border business, which are influenced by the global economic climate, are additional motivators. Infrastructure development emerges as a critical demand. Both Indonesia and Malaysia may have a mutual interest in developing border crossing facilities, transportation networks, and communication systems. Sosek Malindo plays an important role in coordinating efforts to improve infrastructure, hence boosting connection and accessibility in border regions (Sudiar and Irawan 2019).

Understanding these need variables provides insights into the motivations driving Sosek Malindo's collaboration, stressing the same interests and aspirations that support collaborative efforts between Indonesia and Malaysia in respective border regions. Sosek Malindo focuses on lowering obstacles, streamlining procedures, and increasing overall cross-border economic efficiency for the benefit of both countries (A. B. Purnama and Iswardhana 2022).

### *2.2.2 Common Elements*

Cultural and social ties between the two countries are strongly ingrained in their historical connections, particularly along the border. Sosek Malindo acknowledges and builds on this shared past, strengthening community bonds. It also includes cultural exchange programs as a regular feature. This cooperation seeks to foster understanding, respect, and collaboration among the varied populations on both sides of the border, highlighting the diversity of cultural legacy. The partnership focuses on preserving and improving community harmony. Sosek

Malindo promotes mutual respect and addresses social issues to improve the well-being of border residents (Msi 2021).

### *2.2.3 Dynamics Elements*

The dynamics and transformation of a territory are inextricably linked to its particular surroundings. In today's world, regional actors, particularly those dealing with border issues, find it difficult to function successfully without taking into account broader international networks and relationships. This holds across a variety of sectors, including politics, culture, economics, and government (Sovetova 2021).

This interconnectedness highlights the reality that regional dynamics are impacted not just by internal variables, but also by external influences and global exchanges. The operations of regional actors, including those dealing with border concerns, are heavily influenced by the larger framework of international relations and networks (Prys, Burilkov, and Kolmaš 2023).

In practice, this means that regional efforts, policies, and collaborations, such as those under Sosek Malindo, must be aware of and sensitive to global developments. Whether dealing with political issues, cultural exchanges, economic activities, or governance systems, effective regional engagement requires a thorough awareness of international networks (Sovetova 2021).

As a result, while the emphasis remains on the specific context of regional dynamics and transformations, contemporary regional actors, including those involved in cross-border cooperation, must navigate and integrate within larger international frameworks to remain relevant, effective, and adaptable. There is a clear knowledge of the need to adjust to changing conditions over time.

## **CHAPTER 3**

### **CROSS-BORDER GOVERNANCE MODEL**

#### **3.1 Analysis of The Relational Structure and Framework**

Institutions are a set of norms, values, and beliefs designed to ensure that objectives are met, whereas a framework serves as a link between various subsystems, allowing for the seamless flow of information or data from one to the other. The institutional architecture ensures effective information flow within a system and the institutional framework supports the smooth interchange of information among these parties, allowing for effective collaboration towards common goals. (Wapwera 2015).

In basic terms, institutions represent established laws and customs that regulate the behavior of individuals and organizations in a community, whereas frameworks provide the structure that allows information to flow across different portions of a system. The institutional framework is a set of rules and procedures that facilitate information communication between different parts of an organization or community. The following sections further explain the institutional framework:

##### *3.2. 1 Stakeholders Role*

The policy-implementing actors, also known as stakeholders, in Indonesia and Malaysia, often play comparable roles in talks. The Malindo Cooperation is carried out in large part by the governments of Indonesia and Malaysia. Sosek Malindo's organizational framework has the following description of actor relationships such as General Border Committee ( GBC), Staff Planning Committee



(SPC), Working Group of the Sosek Malindo Working Committee (KK SOSEK MALINDO), Malindo Social Security Committee Working Group at the regional level, and Technical Team

### *3.2.2 Legal Agreements*

Bilateral agreements between the Republic of Indonesia and other countries are required to maintain legal clarity in trade cooperation. Legal certainty in bilateral agreements ensures the preservation of rights and the fulfillment of responsibilities for both the Republic of Indonesia and the other countries.

In the context of planning legislation, legal agreements act as a guide for planning authorities when reviewing applications and are frequently referred to as a consolidated procedural order (Wapwera 2015). Exploring the practical, professional, and political connections between territorial and legal perspectives is critical in borderland studies (Jacob and Suchet 2013).

While the legal framework is an essential instrument for territorial thinking, it cannot be used as the only foundation for cross-border interaction development. The law must adapt to functional places and go beyond just creating an administrative and border structure. Defining perimeters for cross-border collaboration requires taking into account geographical considerations, heritage, and views of the boundary, making the law's role critical (Jacob and Suchet 2013).

## **3.2 Analysis of The Relational Processes**

The way people and groups connect and communicate in cross-border cooperation is critical. It helps to create trust, make decisions, and keep things moving smoothly in projects involving personnel from several locations (Nienaber

and Wille 2020). Communication is critical for establishing confidence, keeping things clear, and making choices that ensure cross-border trade runs smoothly. In brief, these relational mechanisms in cross-border cooperation are extremely significant to making collaboration work by fostering trust, ensuring effective communication, and assisting everyone engaged in effectively achieving common goals. The following sub-sections further explain this process, broken down into points:

### *3.3.2 Decision-Making Processes*

The decision-making process in the bilateral relationship between Indonesia and Malaysia, notably under the Sosek Malindo cooperation, is structured by several processes to guarantee effective collaboration and accomplish common goals (Satyawan 2018). The Indonesian government's perspective on the implementation of international cooperation connected to the establishment of the Sosek Malindo Cooperation Agreement includes:

a. Exploration Stage

This initial stage entails investigating the feasibility of forming an international agreement. It might be initiated by Indonesian government bodies or third-party organizations. In the case of the Sosek Malindo cooperation agreement, Dato' Musa Hitam, Malaysia's Deputy Prime Minister, and Chairman of the General Border Committee (GBC) Malaysia, proposed the idea of collaborating on socioeconomic development in Malaysia and Indonesia's border regions, particularly in Kalimantan, at the 12th GBC meeting. General L.B. Moerdani, Commander of the Indonesian National Armed Forces (ABRI) and Chairman of GBC Indonesia, responded positively to the notion (Satyawan 2018).

## b. Negotiation Stage

At this stage, attempts are made to reach an agreement on issues that were not resolved during the discovery stage. Following the request for socioeconomic cooperation, the Staff Planning Committee (SPC) of Malindo, which serves as the coordinator for GBC activity planning, delegated numerous officials to begin efforts to achieve socioeconomic development collaboration. During negotiations in Kuala Lumpur on September 28, 1984, the SPC of Malindo acknowledged and endorsed the working group's suggestions. These recommendations were then submitted to the GBC of Malindo for approval and endorsement. Following acceptance at the GBC meeting, the Commander of ABRI, as Chairman of GBC Indonesia, formed the Central-level Sosek Malindo Working Group (KK) and the Regional-level Sosek Malindo Working Group (Satyawan 2018). These processes as part of the decision-making process detail how nations negotiate and formalize collaborative agreements.

### *3.3.3 Conflict Resolution Mechanisms and Actions*

Land use conflicts continue to pose substantial hurdles to the pursuit of sustainable development (Antonson et al. 2016). The management of these conflicts is critical, influencing social justice, human rights, democratic participation, long-term environmental protection, and all integral components of sustainable development and this is a central focus of the recently launched United Nations Sustainable Development Goals (United Nations 2015; Owens and Cowell 2002).

Conflict resolution is commonly described using terminology such as conflict prevention, mitigation, management, transformation, consensus building, cooperation, reconciliation, and collaboration. In this context, we do not use the

term "conflict" because this issue refers to nonviolent resource use conflicts at the local level, particularly those involving natural resources, principally land, and, to a lesser extent, other resources. These conflicts are highly complex, involving various players with varying interests, values, and knowledge. These stakeholders work in various political and administrative contexts and levels (Stepanova, Polk, and Saldert 2020).

Conflict resolution is classified as nonviolence in the cooperative ties between Indonesia and Malaysia, according to Sosek Malindo, because it focuses on social and economic factors rather than human security conflict (Stepanova, Polk, and Saldert 2020). In 2022, there were significant issues with the Sosek Malindo partnership. The following are some of the issues discussed by the two countries in communicating and negotiating with each other. This is according to the report of the Malindo Sosek regular meeting based on the Letter of the Head of the Regional Border Management Agency on 01 August 2023 Regarding the Follow-up Meeting of the Technical Team Meeting and the 25th (6th) JKK/KK Session Sosek Malindo in the Border Security and Management Working Paper (Yanti and Muawanah 2020):

- a. The issues of the Sea Cross Border Post (PLBL), specifically issues with passenger ships in the Nyamuk River region, Indonesia-Tawau, Sabah.

The Sabah side believes that it is necessary to comply with the laws that have been established; however, the kingdom of Sabah will comply with the agreement reached at the ASEAN meeting and suggested that this issue be dropped because it involves the Outstanding Boundary Problem (OBP), which should be discussed at a higher level. The Indonesian side, specifically the representative of North

Kalimantan Province, agreed that this item should be withdrawn from Working Paper 3. The outcome of this conversation was that they agreed that this idea would be rejected because it involved an OBP issue, and that should be discussed at the high institutional level.

- b. The issue of the Land border crossing point, Pensiangan border post, Sabah - Tau Lumbis, which was relocated to Bantul, Pagalungan Sabah, and Labang, Lumbis Pansiangan Nunukan North Kalimantan.

Sabah stated that the Immigration, Customs, Quarantine, and Security (ICQS) Bantul project was in the process of being detailed. After the building of ICQS simpler for visitors to enter by enforcing strict immigration laws, specifically the use of a Border Crossing Passport (PMS)/Border Crossing Pass (PLB) under the conditions of the Border Crossing Agreement. North Kalimantan reported the Labang Cross Border Post (PLBN) was virtually ready for development by the Indonesian government. The conclusion was that North Kalimantan accepted the recommendation for the guidance/development of ICQS Bantul.

- c. There was a proposal from North Kalimantan Province for reopening Serudung (Malaysia) - Sei Menggaris (Indonesia).

According to Sabah, the government is proposing to relocate the border access point from point A708 to point A485 to establish ICQS Serudung. The North Kalimantan administration also stated that the Governor of North Kalimantan had issued a letter to the Ministry of Home Affairs proposing that the exit/entry point be at point A485, as requested by the Sabah government. The North Kalimantan government stated that the provincial government is awaiting the central government's decision on the change in point and will immediately notify the Sabah government once it is made.

## CHAPTER 4

### CROSS-BORDER MANAGEMENT FRAMEWORK

#### 4.2 Analysis of The Intervention Focus

##### *4.2.1 Spatial and Focused Scale*

In principle, the Sosek Malindo agreement covers Indonesia's regions of Riau, Riau Islands, West Kalimantan, East Kalimantan, and North Kalimantan provinces, as well as Malaysia's Sarawak and Sabah areas. For a more concentrated study perspective, the regions of interest are North Kalimantan and Sabah. It is important to note that some sources still refer to the research area as Kalimantan Timur, but Kalimantan Timur has been removed from the Indonesia-Malaysia socioeconomic collaboration since 2015. The province of North Kalimantan (*Kaltara*), which shares a straight border with Malaysia, is now responsible for implementing Sosek Malindo (Humas Provinsi Kaltim 2014).

##### *4.2.2 Temporal Scale*

The Sosek Malindo cooperation can be classified as long-term cooperation because it has existed for more than 15 years and meets the criteria for a long-term relationship, which are as follows :

- a. Strengthening accountability mechanisms for ensuring continuity. Building and strengthening accountability procedures is critical for long-term performance because it lays the groundwork for trust, transparency, and adherence to agreed-upon regulations. In cross-border collaborations like Sosek Malindo, where a wide range of stakeholders are involved, developing procedures for continual monitoring, regulation, and feedback ensures that the partnership remains effective

and on track for the long term. A strong framework to address difficulties, settle disagreements, and maintain responsibility is required for the partnership's long-term success.

- b. **Compatibility of Regional Plans:** Identifying essential participants and successfully distributing resources are critical strategic factors for long-term cooperation. In the long run, achieving consistency with regional plans is critical because it allows for the synchronization of efforts and resources with the shifting objectives of the border regions. A thorough awareness of finite resources and their proper allocation to priority issues is critical to Sosek Malindo's long-term viability. This method ensures that the collaboration is flexible enough to respond to changing circumstances and regional needs over time.
- c. **Evaluating opportunities.** The necessity to continuously assess possibilities and repercussions justifies the long-term categorization. This includes determining the duration of relationships, monitoring the sustainability of collaboration, and recognizing trends that may affect cross-border activity. As Sosek Malindo evolves, ongoing evaluations become increasingly important in making informed decisions regarding the collaboration's future path. This foresight enables the alliance to negotiate shifting geopolitical, economic, and environmental conditions, assuring its continued relevance and effectiveness over time.

#### *4.2.2 Policy Sectors*

Sosek Malindo concentrates on discussing cooperation in eight areas of cooperation, including economics, interconnection, border crossing post development, health, smuggling issues, forestry, the environment, and social and community sectors (DPPESDM KALBAR 2017)

In the socio-cultural arena, the program aims to improve historical ties and cultural connections, creating greater understanding and harmony between people on both sides of the border. Economically, it seeks to foster mutual development by boosting economic activities, cross-border commerce, and investments, thus contributing to shared prosperity. Trade and transportation are important for effective cross-border commerce, lowering barriers, and boosting general economic activity for the benefit of both countries. Collaborative efforts to prevent conflicts and sustain stability in border regions address safety and security concerns. Also, the emphasis on border management emphasizes the significance of collaborative efforts in infrastructure development and administrative functions to ensure successful governance in shared border areas.

### **4.3 Analysis of The Management Tools and Functions**

#### *4.3.1 The Set of Plans and Actions*

Based on the outcomes of the 16th Joint Secretariat (SEKBER) Meeting of the General Border Committee and the Joint Technical Committee on Border Security and Socio-Economic Development (JKK/KK SOSEK MALINDO) in 2022, which took place from September 13 to 16 in Kuala Lumpur, Malaysia (Diskominfo Kaltara 2023). Here are some plans and actions from both countries regarding management tools and functions:

- a. SOSEK Indonesia announced that Long Midang, Indonesia - CIQS Ba'kelalan, Malaysia, had been added to the list of Entry/Exit Points under the Border Crossing Agreement (BCA). SOSEK Indonesia wanted cooperation from SOSEK Malaysia



to facilitate the delivery of building supplies for the development of PLBN Long Midang from Sarawak, Malaysia.

- b. SOSEK Sarawak pointed out that CIQS Ba'kelalan is now under development and requested collaboration from SOSEK Indonesia to examine and guarantee that the opening of PLBN included all entrance points, not just PLBN Long Midang - Ba'kelalan.
- c. It was agreed that these topics would be discussed further by the Technical Team (JKK/KK State Level Sarawak - North Kalimantan Province).

Development of the National Border Post (PLBN) Serudong, Malaysia-Simanggaris, Indonesia:

- a. SOSEK Malaysia provided information about the PLBN development plan in Serudong, Malaysia, and Simanggaris, Indonesia.
- b. SOSEK Indonesia stated that Indonesia was seeking confirmation from Malaysia on the development plan for Serudong, Malaysia, as an entry/exit point.
- c. SOSEK The State of Sabah announced that Batu/Patok 485 had been designated as the Entry/Exit Point on the Serudong-Simanggaris border, following permission from the Sabah State Government.
- d. It was agreed that these topics would be further discussed by the Technical Team (JKK/KK State Level Sabah - North Kalimantan Province).

Cross-border trade activities in Krayan-Ba'kelalan:

- a. The Joint Secretariat of JKK/KK SOSEK MALINDO decided that trade activities including cooperatives chosen by both countries should be evaluated.
- b. Both countries agreed to continue discussing this subject with the Technical Team (JKK/KK State Level Sabah - North Kalimantan Province).

#### *4.3.2 Administrative Function and Capacities*

The setting refers to the organizational structure and competencies of the administrative entities in charge of administering and managing planning jurisdictions, particularly along Indonesia's border with Malaysia. This covers the effectiveness and efficiency of administrative processes, decision-making ability, and overall governance frameworks (Christiaan 2021). It underlines the importance of an adequate administrative structure for controlling and managing urban growth and planning. This notion is critical for ensuring that the administrative organizations were involved in cross-border collaboration. Sosek Malindo, have the appropriate capacities to meet the various issues and needs associated with international agreements and collaborative activities (Zoldan 2021).

Simply put administrative function and capacity refer to administrative authorities' ability to efficiently govern and oversee planning domains such as decision-making capacities, governance structures, and administrative procedures (Smoleńska 2022). Cross-border collaborations, such as Sosek Malindo, require a well-organized and capable administrative framework to meet the numerous issues and needs associated with international agreements and joint efforts (Smoleńska 2022).

For effective urban growth and management under any planning authority, a well-structured administration capable of governance and control is necessary (Wapwera 2015) as well as international legal instruments such as the Vienna Convention of 1969 on International Treaty Law, serves as the legal basis for international agreements (Nerina 2017).

## **CHAPTER 5**

### **CONCLUSION**

#### **5.1 Conclusion**

This study addresses the relationship of Malindo socioeconomic or social cooperation between Indonesia and Malaysia. The author looked into existing difficulties using a cross-border cooperation and cross-border integration approach. This study shows that, while this type of relationship is an effective form of cross-border cooperation across countries, it nevertheless has several imperfections. These deficiencies are caused by several basic issues in the border areas, including a shortage of infrastructure and a variety of other issues. However, these deficiencies do not rule out the possibility that this relationship may continue and may achieve the goal of promoting well-being in border communities.

CBI has been used for describing flows between border areas with border barriers, and CBC has been used to outline key approaches for increasing integration in border areas. These two approaches are ideal for combination because they are linked. The CBI process can impact the CBC action, and vice versa.

The writer divided the discussion into three context analysis chapters. In Chapter 2, the author found that using a spatial perspective between the two regions might lead to new solutions while also revealing new possibilities by taking into account functional urban areas, cross-border regions, and urban-rural links. Several indicators characterize the territorial flows in greater depth. The first is cultural and or social elements that arise in the community environment due to similarities in the complex background of life. The second category is institutional and urban, or

efforts taken by the government to promote urban growth. The third category is economics and technology, which emphasizes the need to use technology or digitalizing economic activities to foster broader contacts and assist import-export activities between the two countries. The fourth is environment and heritage, which focuses on empowering natural resources and ensuring their sustainability for future generations. The final category is accessibility hurdles, which can be characterized as a transit between two countries, with a focus on policymakers in building relations.

In the analysis sub-chapter, the author discovered that the motivation for the two countries to collaborate is cultural and social factors. The author then analyzed and divided the elements mentioned in the previous paragraph into two types of commonalities: common and dynamic. Common aspects center on environmental and heritage concerns, whereas dynamic elements are mostly concerned with urban planning, economics and technology, and accessibility constraints.

Chapter 3, the writer discovered that this model is influenced by numerous indicators of the network's social capital of collaboration between these two countries before then studying other CBC elements. This link emphasizes two aspects of social networks: the importance of connections between people and the recognition that social capital originates not only from individuals but also from societal outcomes. It also addressed the importance of interpersonal interactions between the actors. The second point is social construction and interaction, which occurs as a result of several variables, including shared cultural linkages and important parts of bilateral relations.

Moving to the analysis sub-chapter, the author found that the relational structure and framework are influenced by stakeholder roles and legal agreements that are more focused on bilateral regulations between two countries that guarantee both parties' rights and obligations. Additionally, the process can be seen in how the two countries make decisions and solve problems that develop as a result of their cooperation. In this study, the writer did not examine conflict resolution using the meaning of "conflict" in realist thinking, but rather in the meaning of societal problems that do not result in serious conflict because both countries pursue peaceful solutions communication, and negotiation.

In Chapter 4, the writer identified that the cooperation framework is viewed through territorial coverage, which includes not only physical areas but also joint committees, socioeconomic coherence, and sustainability issues targeted at breaking down territorial barriers and inequities.

In the sub-chapter of Chapter 4, the writer examined the collaboration's regional and time focus. The author focused on the interaction between North Kalimantan and Sabah because there is currently limited available literature on this subject. The Sosek Malindo cooperation belongs to the long-term cooperation category as it has been in existence for more than 15 years and focuses on a variety of sectors such as socio-cultural, economic, trade and transportation, safety or security, and border control.

## **5.2 Recommendation**

The writer realizes that this research has many limitations, and it is hoped that future researchers will be able to address some of these limitations to provide

more complete literature on the topic of Malindo cooperation. The data that the author discovered is still confined to data or legal rules from Indonesia; it is hoped that in the future, researchers will be able to present the Malaysian government's perspective in this collaboration agreement.

The author's technique (CBI and CBC) could be extended into an analysis of "good governance" found in the same literature. This would ensure that the research methodology is complete. Additionally, further field research would be beneficial due to a paucity of online literature and incomplete reporting of this meeting on the official government websites, both central and regional. The Indonesian government hopes that digitizing information, particularly meeting reports, collaborations, and so on, will benefit them.

The Sosek Malindo cooperation has been carried out in several provinces in Indonesia; however, the author suggests expanding the discussion to the Sumatra island area, particularly Riau and the Riau Islands, because according to the literature on the internet, there is much more discussion about relations in the West Kalimantan and Sarawak areas than between North Kalimantan and Sabah. The author has not seen many studies on the island of Sumatra.

The author understands that these recommendations and weaknesses of this research can serve as evaluation material for future researchers.

## BIBLIOGRAPHY

- Antipova, Anzhelika, Salima Sultana, Yujie Hu, and James P. Rhudy. 2020. "Accessibility and Transportation Equity." *Sustainability* 12 (9): 3611. <https://doi.org/10.3390/su12093611>.
- Antonson, Hans, Karolina Isaksson, Sofie Storbjörk, and Mattias Hjerpe. 2016. "Negotiating Climate Change Responses: Regional and Local Perspectives on Transport and Coastal Zone Planning in South Sweden." *Land Use Policy* 52 (March): 297–305. <https://doi.org/10.1016/j.landusepol.2015.12.033>.
- Anuar, Abdul Rahim, and Sandy Nur Ikfal Raharjo. 2022. "INDONESIA-MALAYSIA CROSS-BORDER GOVERNANCE DURING THE COVID-19 PANDEMIC." *Journal of International Studies* 18. <https://doi.org/10.32890/jis2022.18.4>.
- Apriani, Fajar, and Rahma Daniah. 2021. "Traditional Cross-Border Trade in Forest Products Between Indonesia and Malaysia: An Analytical Study of a Border Trade Agreement." In , 136–41. Atlantis Press. <https://doi.org/10.2991/absr.k.210408.022>.
- Aslam, Aqib, Johannes Eugster, Giang Ho, Florence Jaumotte, and Roberto Piazza. 2018. "Globalization Helps Spread Knowledge and Technology Across Borders." IMF. April 9, 2018. <https://www.imf.org/en/Blogs/Articles/2018/04/09/globalization-helps-spread-knowledge-and-technology-across-borders>.
- Badan Pusat Statistik. 2023. *Statistik Pendidikan 2023*. Indonesia: Badan Pusat Statistik Indonesia. <https://www.bps.go.id/id/publication/2023/11/24/54557f7c1bd32f187f3cdab5/statistik-pendidikan-2023.html>.
- Bernama. 2023. "Nusantara: Sabah, Sarawak to Prepare for Border Development, Explore Business Opportunities." NST Online. February 27, 2023. <https://www.nst.com.my/news/nation/2023/02/883901/nusantara-sabah-sarawak-prepare-border-development-explore-business>.
- BIMP-EAGA. 2020. "Opportunities in Cross-Border Production between Sabah and North Kalimantan." BIMP-EAGA. February 25, 2020. <https://bimp-eaga.asia/article/opportunities-cross-border-production-between-sabah-and-north-kalimantan>.
- Blatter, Joachim. 2004. "From 'Spaces of Place' to 'Spaces of Flows'? Territorial and Functional Governance in Cross-Border Regions in Europe and North America." *International Journal of Urban and Regional Research* 28 (3): 530–48. <https://doi.org/10.1111/j.0309-1317.2004.00534.x>.
- Buckley, Patrick H., John Belec, and Amy D. Anderson. 2017. "Modeling Cross-Border Regions, Place-Making, and Resource Management: A Delphi Analysis." *Resources* 6 (3): 32. <https://doi.org/10.3390/resources6030032>.
- Castanho, Rui, Luis Loures, José Fernández, and Luis Pozo. 2018. "Identifying Critical Factors for Success in Cross Border Cooperation (CBC) Development Projects." *Habitat International, Regional Intelligence: A new kind of GIScience*, 72 (February): 92–99. <https://doi.org/10.1016/j.habitatint.2016.10.004>.

- Christiaan, VAN LIEROP. 2021. "Mechanism to Resolve Legal and Administrative Obstacles in a Cross-Border Context." *EPRS European Parliamentary Research Service*, November.
- Christodoulou, Aris, and Panayotis Christidis. 2019. "Measuring Cross-Border Road Accessibility in the European Union." *Sustainability* 11 (15): 4000. <https://doi.org/10.3390/su11154000>.
- Cote, Catherine. 2020. "Examples of Successful Sustainability Initiatives." Harvard Business School. 22 2020. <https://online.hbs.edu/blog/post/sustainability-initiatives>.
- Decoville, Antoine, Frédéric Durand, and Valérie Feltgen. 2015. *Opportunities of Cross-Border Cooperation between Small and Medium Cities in Europe*. <https://doi.org/10.13140/RG.2.1.2822.3208>.
- Deppisch, Sonja. 2008. "Social Capital and Other Main Influences on Governance Processes in Cross-Border Micro-Regions." In *Cross-Border Governance and Sustainable Spatial Development: Mind the Gaps!*, edited by Markus Leibenath, Ewa Korcelli-Olejniczak, and Robert Knippschild, 67–83. Central and Eastern European Development Studies. Berlin, Heidelberg: Springer. [https://doi.org/10.1007/978-3-540-79244-4\\_5](https://doi.org/10.1007/978-3-540-79244-4_5).
- Diskominfo Kaltara. 2023. "Rapat Persiapan Sosek Malindo Provinsi Kalimantan Utara Tahun 2022." February 14, 2023. <https://diskominfo.kaltaraprov.go.id/jelang-pertemuan-sosek-malindo-pemprov-gelar-rapat-persiapan-teknis/artikel-detail/15/rapat-persiapan-ke25-teknia-jkk-kk-sposek-malindo-tingkat-provinsi-kalimantan-utara-tahun-2022.html.html>.
- DPESDM KALBAR. 2017. "Forum Evaluasi Kertas Kerja Tim Teknis II - SOSEK MALINDO." 09 2017. <https://esdm.kalbarprov.go.id/berita/forum-evaluasi-kertas-kerja-tim-teknis-ii-sosek-ma.html#gsc.tab=0>.
- Dvalishvili, Tinatini. 2018. "Interrelation between Cross-Border Cooperation (CBC) and Social Capital: Conceptual Framework." *Środkowoeuropejskie Studia Polityczne*, no. 4: 27–47. <https://doi.org/10.14746/ssp.2018.4.2>.
- European Union. 2022. "New Study: Providing Public Transport in Cross-Border Regions – Mapping of Existing Services and Legal Obstacles." January 13, 2022. [https://ec.europa.eu/regional\\_policy/en/newsroom/news/2022/01/13-01-2022-new-study-providing-public-transport-in-cross-border-regions-mapping-of-existing-services-and-legal-obstacles](https://ec.europa.eu/regional_policy/en/newsroom/news/2022/01/13-01-2022-new-study-providing-public-transport-in-cross-border-regions-mapping-of-existing-services-and-legal-obstacles).
- Fahrozi, Firman, Sutrimo Sumarlan, and Thomas Gabriel Joostensz. 2019. "Program Kelompok Kerja Sosial Ekonomi Indonesia – Malaysia (KK Sosek Malindo) Di Kalimantan Barat Ditinjau Dari Perspektif Diplomasi Pertahanan Indonesia." *Jurnal Diplomasi Pertahanan*, March. <https://doi.org/10.33172/jdp.v5i1.364>.
- Fricke, Carola. 2015. "Spatial Governance across Borders Revisited: Organizational Forms and Spatial Planning in Metropolitan Cross-Border Regions." *European Planning Studies* 23 (5): 849–70. <https://doi.org/10.1080/09654313.2014.887661>.



- Gualini, Enrico. 2003. "Cross-Border Governance: Inventing Regions in a Trans-National Multi-Level Polity." *disP - The Planning Review* 39 (152): 43–52. <https://doi.org/10.1080/02513625.2003.10556833>.
- hajij, haji. 2022. "Sabah State Budget Speech Year 2023." Sabah Cum State Minister of Finance. <https://sabah.gov.my/sites/default/files/uploads/budget/2022-12/state-budget-speech-2023.pdf>.
- Hardi, Tamás, Marcell Kupi, Gyula Ocskay, and Eszter Szemerédi. 2021. "Examining Cross-Border Cultural Tourism as an Indicator of Territorial Integration across the Slovak–Hungarian Border." *Sustainability* 13 (13): 7225. <https://doi.org/10.3390/su13137225>.
- Houtum, Henk van. 2000. "An Overview of European Geographical Research on Borders and Border Regions." *Journal of Borderlands Studies* 15 (January).
- Huang, Chyi-Yun, and Isabel Cantada. 2019. "Challenges to Implementing Urban Master Plans – What Are We Missing?" World Bank. February 25, 2019. <https://blogs.worldbank.org/sustainablecities/challenges-implementing-urban-master-plans-what-are-we-missing>.
- Humas Provinsi Kaltim. 2014. "2015 Kaltim Tak Laksanakan Sosek Malindo." desember 2014. <https://www.kaltimprov.go.id/berita/2015-kaltim-tak-laksanakan-sosek-malindo>.
- Idris, Rafiq. 2018. "Sabah-Kalimantan Road Connectivity: The Effect of Common Border on Export." *MPRA Paper*, MPRA Paper, , December. <https://ideas.repec.org/p/prapa/mprapa/92991.html>.
- Itasari, Endah. 2020. "BORDER MANAGEMENT BETWEEN INDONESIA AND MALAYSIA IN INCREASING THE ECONOMY IN BOTH BORDER AREAS." *Jurnal Komunikasi Hukum (JKH)* 6 (February): 219. <https://doi.org/10.23887/jkh.v6i1.23473>.
- Jacob, Lauranne, and André Suchet. 2013. "Territorial Thinking and the Legal Framework in Cross-Border Cooperation: The Recent Situation and Fieldwork Results in the Western Alps." *European Journal of Geography* 4 (4): 20–32. <https://shs.hal.science/halshs-00961167>.
- Joyce, Paul. 2022. *Strategic Management and Governance: Strategy Execution Around the World*. <https://doi.org/10.4324/9781351045797>.
- Karim, Mochammad Faisal. 2015. "Local-Central Dynamics and Limitations of Micro-Regionalism: Understanding West Kalimantan and Sarawak Cross-Border Cooperation." In *Balanced Growth for an Inclusive and Equitable ASEAN Community*, 1st ed., 86–124. Singapore: RSIS Centre for NTS Studies. [https://www.academia.edu/16783498/Local\\_Central\\_Dynamics\\_and\\_Limitations\\_of\\_Micro\\_regionalism\\_Understanding\\_West\\_Kalimantan\\_and\\_Sarawak\\_Cross\\_Border\\_Cooperation](https://www.academia.edu/16783498/Local_Central_Dynamics_and_Limitations_of_Micro_regionalism_Understanding_West_Kalimantan_and_Sarawak_Cross_Border_Cooperation).
- Lord, Montague, and Susan Chang. 2018. "Pre-Feasibility Study of Sabah-North Kalimantan Cross-Border Value Chains." MPRA Paper. October 1, 2018. <https://mpra.ub.uni-muenchen.de/86535/>.
- Loures, Luis, Rui Alexandre Castanho, José Manuel Gómez, José Cabezas, and Luis Fernandez. 2019. "The Influence of Cross-Border Cooperation (CBC) in the Fostering of Entrepreneurship and Regional Development: A

- Step Closer to Achieve Major Structural Changes and Sustainable Cities Within European Territory: The Role of Education, Smart Cities, and Social Factors.” In , 371–85. [https://doi.org/10.1007/978-3-319-96032-6\\_18](https://doi.org/10.1007/978-3-319-96032-6_18).
- Malay Mail. 2024. “Serudong CIQ Road under Construction to Connect Kalabakan to Kalimantan, Says Sabah DCM | Malay Mail.” February 17, 2024. <https://www.malaymail.com/news/malaysia/2024/02/17/serudong-ciq-road-under-construction-to-connect-kalabakan-to-kalimantan-says-sabah-dcm/118565>.
- “METROBORDER – Cross-Border Polycentric Metropolitan Regions.” 2012. ESPON. July 9, 2012. <https://www.espon.eu/metroborder>.
- Minister of International Trade and Industry. 2020. “MALAYSIA EXTERNAL TRADE STATISTICS.” Malaysia.
- Msi, Dr Machya A. Dewi. 2021. “Model of Integrative Border Diplomacy in Managing Harmony between Indonesia and Malaysia: Case of Temajuk, West Kalimantan, Indonesia.” *Malaysian Journal of Society and Space*, January. [https://www.academia.edu/108216362/Model\\_of\\_integrative\\_border\\_diplomacy\\_in\\_managing\\_harmony\\_between\\_Indonesia\\_and\\_Malaysia\\_Case\\_of\\_Temajuk\\_West\\_Kalimantan\\_Indonesia](https://www.academia.edu/108216362/Model_of_integrative_border_diplomacy_in_managing_harmony_between_Indonesia_and_Malaysia_Case_of_Temajuk_West_Kalimantan_Indonesia).
- Nerina, Temponbuka Zarah Natalia. 2017. “PERJANJIAN BILATERAL DALAM MENGATUR PERDAGANGAN PERBATASAN MENURUT UNDANG-UNDANG NOMOR 7 TAHUN 2014 TENTANG PERDAGANGAN.” *LEX ET SOCIETATIS* 5 (6). <https://doi.org/10.35796/les.v5i6.17906>.
- Nienaber, Birte, and Christian Wille. 2020. “Cross-Border Cooperation in Europe: A Relational Perspective.” *European Planning Studies* 28 (1): 1–7. <https://doi.org/10.1080/09654313.2019.1623971>.
- Nurfardzan, Zidny Illmayah. 2022. “INDONESIA-MALAYSIA COOPERATION IN SECURITY AND ECONOMY AT THE REGIONAL BORDER (KERJASAMA INDONESIA-MALAYSIA DALAM,” December.
- OECD. 2017. *Cross-Border Co-Operation and Policy Networks in West Africa*. Paris: Organisation for Economic Co-operation and Development. [https://www.oecd-ilibrary.org/development/cross-border-co-operation-and-policy-networks-in-west-africa\\_9789264265875-en](https://www.oecd-ilibrary.org/development/cross-border-co-operation-and-policy-networks-in-west-africa_9789264265875-en).
- Otu, Otu Akanu. 2022. “URBANIZATION AND INSECURITY IN AFRICA: ISSUES, PROBLEMS AND PROSPECTS.” *ESCET Journal of Educational Research and Policy Studies* 3 (2). <https://journals.ezenwaohaetorc.org/index.php/ESCJERPS/article/view/2135>.
- Owens, Susan, and Richard Cowell. 2002. “Land and Limits: Interpreting Sustainability in the Planning Process.” *Land and Limits: Interpreting Sustainability in the Planning Process, Second Edition* 19 (October). [https://doi.org/10.1016/S0264-8377\(02\)00043-1](https://doi.org/10.1016/S0264-8377(02)00043-1).
- Ponto, Vivi Marietha. 2023. “Peningkatan Produktivitas Dalam Rangka Mewujudkan Pekerjaan Layak Dan Pertumbuhan Ekonomi (Tujuan Ke-8

- Sustainable Development Goals).” *Cendekia Niaga* 7 (1): 85–96.  
<https://doi.org/10.52391/jcn.v7i1.792>.
- Prys, Miriam, Alexandr Burilkov, and Michal Kolmaš. 2023. “Regional Powers and the Politics of Scale.” *International Politics*, April.  
<https://doi.org/10.1057/s41311-023-00462-8>.
- Purnama, Ari Bayu, and Muhammad Ridha Iswardhana. 2022. “KALIMANTAN BORDER ISSUES AND INDONESIA’S BORDER DIPLOMACY TOWARDS MALAYSIA.” *Natapraja* 10 (2): 105–24.  
<https://doi.org/10.21831/natapraja.v10i2.42347>.
- Purnama, Basuki Eka. 2023. “Dirjen Bina Adwil Bahas Isu Sosial Ekonomi Perbatasan Terkini Di Forum Sosek Malindo.” *Media Indonesia*. 10 2023.  
<https://mediaindonesia.com/internasional/623147/dirjen-bina-adwil-bahas-isu-sosial-ekonomi-perbatasan-terkini-di-forum-sosek-malindo>.
- Sa’ad, Shahrizal, Mohd Iqbal Mohd Huda, and Siti Sabrina Imji Rahim. 2023a. “American Journal of Science Education Research.”
- . 2023b. “Border Communities Influence in General Border Committee (GBC) Malaysia Indonesia (Malindo) / Gbc Malindo: Analysis of Malaysia-Indonesia Land Border Management.” *American Journal of Science Education Research*, December. <https://doi.org/10.47991/2835-6764/AJSER-141>.
- Satyawan, Ignatius Agung. 2018. “THE BENEFIT OF JOINT BORDER COOPERATION BETWEEN MALAYSIA AND INDONESIA THROUGH SOSEK-MALINDO COOPERATION IN NORTH KALIMANTAN PROVINCE.”
- Scherer, Roland, and Kristina Zumbusch. 2011. “Limits for Successful Cross-Border Governance of Environmental (and Spatial) Development: The Lake Constance Region.” *Procedia - Social and Behavioral Sciences*, Regional Environmental Governance: Interdisciplinary Perspectives, Theoretical Issues, Comparative Designs (REGov), 14 (January): 101–20.  
<https://doi.org/10.1016/j.sbspro.2011.03.028>.
- Schühly, Andreas Michael. 2022. “The Influence of Culture on Strategic Management and Its Processes.” In *Cultural Influences on the Process of Strategic Management: Using Scenario Planning for Decision Making in Multinational Corporations*, edited by Andreas Michael Schühly, 137–237. MIR Series in International Business. Cham: Springer International Publishing. [https://doi.org/10.1007/978-3-030-86660-0\\_3](https://doi.org/10.1007/978-3-030-86660-0_3).
- Siposova, Barbora, and Malinda Carpenter. 2019. “A New Look at Joint Attention and Common Knowledge.” *Cognition* 189 (August): 260–74.  
<https://doi.org/10.1016/j.cognition.2019.03.019>.
- Smoleńska, Agnieszka. 2022. “Multilevel Cooperation in the EU Resolution of Cross-Border Bank Groups: Lessons from the Non-Euro Area Member States Joining the Single Resolution Mechanism (SRM).” *Journal of Banking Regulation* 23 (1): 42–53. <https://doi.org/10.1057/s41261-021-00160-6>.
- Sohn, Christophe. 2014. “Modelling Cross-Border Integration: The Role of Borders as a Resource.” *Geopolitics* 19 (3): 587–608.  
<https://doi.org/10.1080/14650045.2014.913029>.

- Sovetova, Nadezhda. 2021. "Rural Territories' Digitalization: From Theory to Practice." *Economic and Social Changes: Facts, Trends, Forecast / Экономические и Социальные Перемены: Факты, Тенденции, Прогноз*, no. 2 (74). <https://doi.org/10.15838/esc.2021.2.74.7>.
- Stepanova, Olga, Merritt Polk, and Hannah Saldert. 2020. "Understanding Mechanisms of Conflict Resolution beyond Collaboration: An Interdisciplinary Typology of Knowledge Types and Their Integration in Practice." *Sustainability Science* 15 (1): 263–79. <https://doi.org/10.1007/s11625-019-00690-z>.
- Sudiar, Sonny, and Bambang Irawan. 2019. "Compliance Problem Within Sosek-Malindo Cooperation Regime Between East Kalimantan and Sabah." In *Proceedings of the 6th International Conference on Community Development (ICCD 2019)*. Bandar Seri Begawan, Indonesia: Atlantis Press. <https://doi.org/10.2991/iccd-19.2019.129>.
- Tong, Sheryl Lee Tian. 2021. "Highway Cutting through Heart of Borneo Poised to Be 'Very, Very Bad.'" August 23, 2021. <https://news.mongabay.com/2021/08/highway-cutting-through-heart-of-borneo-poised-to-be-very-very-bad/>.
- United Nations. 2015. "Transforming Our World: The 2030 Agenda for Sustainable Development," October.
- UNWTO. 2023. "Advancing the Sustainable Development Goals through Tourism." September 12, 2023. <https://www.unwto.org/un-tourism-news-advancing-the-sustainable-development-goals-through-tourism>.
- Wapwera, Samuel. 2015. "Institutional Framework and Constraints in the Urban and Regional Planning System in Jos Metropolis, Nigeria." *Journal of Geography and Regional Planning* 8 (October): 244–60.
- woetzel, lola, anu madgavkar, jeongmin seong, and james manyika. 2018. "Outperformers: High-Growth Emerging Economies and the Companies That Propel Them." <https://www.mckinsey.com/featured-insights/innovation-and-growth/Outperformers-high-growth-emerging-economies-and-the-companies-that-propel-them>.
- Wong Villanueva, Jose L., Tetsuo Kidokoro, and Fumihiko Seta. 2022. "Cross-Border Integration, Cooperation and Governance: A Systems Approach for Evaluating 'Good' Governance in Cross-Border Regions." *Journal of Borderlands Studies* 37 (5): 1047–70. <https://doi.org/10.1080/08865655.2020.1855227>.
- World Bank. 2022. "World Bank Open Data." World Bank Open Data. 2022. <https://data.worldbank.org>.
- Yanti, Bayu Vita Indah, and Umi Muawanah. 2020. "DINAMIKA KESEPAKATAN PERDAGANGAN LINTAS BATAS ANTARA INDONESIA DAN MALAYSIA DAN PENGEMBANGAN SENTRA KELAUTAN DAN PERIKANAN TERPADU (SKPT) SEBATIK DI KALIMANTAN UTARA." *Jurnal Kebijakan Sosial Ekonomi Kelautan Dan Perikanan* 10 (1): 53–63. <https://doi.org/10.15578/jksekp.v10i1.8318>.
- Zoldan, Ari. 2021. "Council Post: How To Simplify And Communicate Complicated Ideas." Forbes. April 6, 2021. <https://www.forbes.com/sites/forbesbusinesscouncil/2021/04/06/how-to-simplify-and-communicate-complicated-ideas/>.

- Zulkeffeli, Zafri, Abdul Mui'z Morhalim, and MIDF Team. 2022. "Exploring Sabah's Economic Pearls." MIDF Research. <https://www.midf.com.my/taxonomy/term/105>.
- Zumbusch, Kristina, and Roland Scherer. 2015. "Cross-Border Governance: Balancing Formalized and Less Formalized Co-Operations." *Social Sciences* 4 (3): 499–519. <https://doi.org/10.3390/socsci4030499>.