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Towards an Integration of Immigration and Customs Agency in Indonesia: A Step-by-Step Process

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ABSTRACT

Some challenges appear in this issue that the Indonesian border agencies indicate weaknesses in coordination, fragmented policy instruments, and disputes in implementing laws. There has little evidence in the previous study about the integration of border agencies in Indonesia and perspectives on the establishment of immigration and customs agencies. The questions may arise how important is the integrated border agencies is in the reform agenda in public sectors and bureaucracy from the perspectives of border officers. This study is to figure out the perspectives of border officers on the integration of two border authorities in Indonesia and what the ideal integration should be. This paper provides solutions for some issues of border protection in Indonesia with survey research and a step-by-step process of integration. This paper finds most immigration and customs officers at border controls exposed the importance of an integration initiative between the Directorate General of Immigration (DGI) and Directorate General of Customs and Excise (DGCE) in Indonesia through the Integrated Border Management (IBM) strategy. Therefore, initiating the integration of institutions between the Directorate General of Immigration and Directorate General of Customs and Excise, such as ICA Singapore or ABF Australia is more ideal border agencies rather than a joint-task force.

Keywords: customs inspection, immigration control, border management, whole-of-government

ABSTRAK

Permasalahan di instansi pemerintah yang menangani perbatasan di Indonesia masih terjadi seperti adanya kelemahan dalam koordinasi, terdapat instrumen kebijakan yang terpisah-pisah, dan terjadinya tumpang tindih dalam penegakan hukum. Penelitian sebelumnya tentang inisiasi integrasi instansi di perbatasan Indonesia masih sangat minim terutama penggabungan dua otoritas perbatasan seperti imigrasi dan bea cukai. Pertanyannya adalah seberapa penting penggabungan dua otoritas perbatasan tersebut dalam rangka agenda reformasi birokrasi di sektor publik dari perspektif petugas perbatasan. Studi ini menggunakan penelitian survei dengan melihat perspektif dari petugas perbatasan terhadap integrasi dua otoritas perbatasan di Indonesia dan bagaimana seharusnya bentuk ideal penggabungan tersebut. Hasil penelitian menunjukkan bahwa sebagian besar petugas imigrasi dan kepabeanan menyatakan sangat setuju dengan inisiasi penggabungan Direktorat Jenderal Imigrasi dan Direktorat Jenderal Bea dan Cukai dengan menerapkan strategi manajemen perbatasan terintegrasi (IBM). Integrasi dua tersebut dalam bentuk badan baru seperti ICA Singapore atau ABF Australia ketimbang tim atau gugus tugas yang bersifat sementara.

Kata Kunci: pemeriksaan kepabeanan, pemeriksaan keimigrasian, manajemen perbatasan, pemerintahan terintegrasi

INTRODUCTION

Indonesia is the archipelago country with around 17,000 islands, and the coastline lies 54,720 km with the land border reaches 3,096 km lengths. It illustrates the Indonesian territory is located between two oceans and a very strategic position, and Indonesia's borders share with nine countries. The Indonesia maritime boundary agreement with Australia and Timor Leste shall be finalized in relation to the seabed, continental shelf, and exclusive economic zone (EEZ), also with the Indonesia-Malaysia maritime boundary disputes, Indonesia-Philippines sea border renegotiation, and the special economic zone between Indonesia and Singapore. Indonesian border control at points of entry and exit are officially appointed: 37 border controls at airports, 90 controls at seaports, 11 stations at the land border, and 44 traditional borders based on the Indonesian Law and Human Rights Ministerial Letter 2020.

This paper is to measure the importance level of integration of border agencies in Indonesia between the Directorate General of Immigration (DGI) and Directorate of Customs and Excise (DGCE). These two border agencies concern about border security and protection at points of entry as a fundamental aspect of national sovereignty and economic growth. However, they belong to a different part of departments where the DGI is part of the Ministry of Laws and Human Rights, and DGCE is under the Ministry of Finance. The first issue relates to some border agencies from different ministries where they work at points of entry and exit, such as international airports, seaports, border crossing stations, and other premises across Indonesia's border. According to the Indonesian Immigration Act No.6 of 2011, the Indonesian Immigration Agency or Directorate General of Immigration (DGI) under the Ministry of Law and Human Rights play significant roles in protecting borders and border integrity in relation to people's movement or migration and their documents. In addition to border security and protection in Indonesia, the Directorate General of Customs and Excise has responsibilities for customs protection and law enforcement, such as preventing illegal goods, illicit drugs, and other dangerous items based on the Indonesian Customs Act No.17 of 2006.

A further issue in Indonesia is now facing transnational organized crime through borders that threaten national sovereignty, likewise serious drug crime, people smuggling, human trafficking, illegal fishing, terrorism, cybercrime, maritime security, and piracy. It causes Indonesia as a transit country for irregular migrants who escape from their origin countries to destination countries like Australia and Malaysia. According to the UNCHR data in 2018, about 14,000 irregular migrants are entering the Indonesian territory by air, illegal boats, and land borders along with data of the National Statistics Bureau, which in 2018 mentions the number of travelers to Indonesia up to 15.8 million (BPS, 2018). During the 2018 operation, the Indonesian Customs Agency has exposed 196 cases and stopped 4,075 tons of narcotics smuggling. As such reasons, this study is to provide solutions for

some issues of border protection in Indonesia with survey research. The integration of DGCE and DGI Indonesia is significantly important through the Integrated Border Management (IBM) strategy. There has little evidence in the previous study about the future integration of border agencies in Indonesia and perspectives on the establishment of immigration and customs agencies.

As discussed, some challenges appear in this issue that the Indonesian border agencies indicate weaknesses in coordination, fragmented policy instruments, and disputes in implementing laws. The question arises: how is the perspective of border officers towards the integration of DGCE and DGI Indonesia in the framework of IBM? This paper aims to figure out the perspectives from immigration and customs officers at border controls on the importance of integration of immigration and customs agencies in Indonesia. This study contributes to the proposed integration model of border agencies with a step-by-step process to the Indonesian government.

THEORETICAL FRAMEWORK

Complexities in the border clearance process at points of entry require strategies to protect and secure the border along with effective and efficient procedures. Two approaches may include in strategies are Integrated Border Management (IBM) and whole-of-government (WoG) initiatives. The significant variables in such approaches are threefold: collaboration, coordination, and cooperation. This section discusses the framework of Integrated Border Management and whole-of-government initiatives in border agencies in terms of law enforcement, economy, and community.

Integrated Border Management

The Integrated Border Management (IBM) framework has become an appropriate model to respond to the issues of border protection like transnational organized crime. In 2004, the European Commission published the guidelines for IBM in the Western Balkans ("European Commision: Guidelines for integrated border management in the Western Balkans," 2004) to define the concept of IBM, provide examples of IBM practices, strategies and action plans in border management. The guidelines comprise five parts: IBM pillars, main agencies of IBM, issues and concerns, IBM practices, development of strategies, and action plans. Three pillars of IBM are an intra-service agency, inter-agency, international cooperation, and collaboration, while IBM practices focus on the legal and institutional framework, procedures, human resources, information and data shares, and infrastructures. Duez (2016, pp.53-54) describes IBM in the EU as implemented in the Frontex EU border agencies, underpins border package, community approach, and new ICT roles. Border package refers to a series of border control strategies such as joint-operations, intelligence, information, and data analysis. In the use of technology, the

Frontex rolls out the electronic border or smart border initiative; it is to strengthen border controls and create proactive policies of border control (Koslowski, 2003). IBM coexists with border control management (BCM), which consists of border risk management, border management assessment, and border management information system. Each state adopts various border technology and identification, such as biometric data of fingerprints and face recognition (Bossong & Carrapico, 2016). This data is shared among border agencies to identify and detect any potential risks of international crime (Broeders & Hampshire, 2013). IBM and BCM are intertwined, where states employ border security systems as the primary objectives to generate good impacts on economy and the community.

Whole-of-Government Initiatives

The integration of border agencies at airports, seaports, and land borders refers to a whole-of-government (WG) concept in public service reform. The term WG is coined after the join-up government concept, which response to the fragmented strategies of new public management, where it involves not only economic but also other approaches in social sciences (Bogdanor, 2005). In the public sector reform, Pollitt (2003) argues the joint-up-government approach merges coordination among government institutions in public services into one single process despite differences in policy. It works at all levels of government in policymaking and implementation, invites a participation of community, and public-private partnership (PPP). Meanwhile, at the street-level bureaucracy, Christensen and Lægreid (2007) mention WG initiatives blend public organizations in regions, local government institutions, with all stakeholders; it is a long-term development and sustainable program which takes time to adapt work cultures, structures, skills adoption, shared standards and joint system. In the study of WG approach (Olsen, 2013), it emphasizes the coordination among actors: politicians, public officials, policymakers from different departments, and stakeholders. To resolve a crisis in government institutions, the WG approach provides solutions for vertical and horizontal problems in public management, fragmented roles and functions, and competencies of human resources (Carayannopoulos, 2017, p.263).

Further, the WG extends to the e-government system to implement the use of ICT for seamless public service delivery. Jack (2018, p.234) claims the WG in the e-government system integrates service delivery processes, resources, information, and it reduces time and costs cutting bureaucracy towards effectiveness and efficiency in public service. It implies the WG initiatives in public sectors denote the IBM concept, which includes the framework of intra-agency and inter-agency collaboration, the use of technology in public service delivery to help the public servants. For example, issues and complexities in border protection in Australia triggered the Australian Government to integrate the customs

agency (ACBPS) and immigration institution (DIBP) to become the Australian Border Force (ABF) in 2015, demonstrating the intra-agency and inter-agency collaboration. It blends direction, policy, and agenda, which involves partnerships with other law enforcement agencies resulted in good impacts on law enforcement, economy, and community.

RESEARCH METHOD

This is quantitative survey research about perspectives on integration of border agencies through the IBM framework. To figure out the opinions, this paper applies the quantitative research method in which data is collected by an online survey (Google Form application). The online survey is conducted on 12-15 November 2019 because it is saving time and provide a real-time response. By a purposive random sampling, this survey is conducted to a sample of 177 respondents from 325 of the population from immigration and customs officers who are designated at five international airports, five seaports, and five border crossing stations with the greatest number of border-crossers. The five points of entry in Jakarta, Bali, Surabaya, Batam, and Makassar are the busiest airports and seaports with an increasing number of travelers and traders entering Indonesia and indicates complex border clearance processes. The data analysis is using the IBM SPPS statistical software because it is simple to use and provides precise and comprehensive statistical analysis. The Likert-type scale is selected to be the most appropriate survey for data collection and analysis of opinions, with 5% margin of error and a 95% confidence interval. The elements of integrated border management, referred to as a domestic integration among border authorities in one country, will be set in the form of eighteen questions based on the IBM pillars. To determine the sample size, this study implements the Slovin's formula with purposive random sampling. Respondent is categorized into four criteria: border officers, points of entry postings, at least one-year-work experience.

Table 1. Study Variables and Items

Intra-Service Cooperation	Integration
	Policy instruments & law
	Administrative ministry and agency at headquarters
	Regional Technical Working Units (UPT)
	Units/agencies working in borders/border inspection points
Inter-Agency Cooperation	**Priority areas**
	Coordinated processing at borders
	Integration information technology systems
	Awareness building, joint responsibilities
International Cooperation	**Establishment of communication and coordination (integrated channels)**
	Local cooperation between officials on both sides of border
	Bilateral and regional cooperation
	Multinational cooperation

Source: (*Guidelines for Integrated Border Management in the Western Balkans* 2007)

FINDINGS AND DISCUSSION
Findings

This section describes the result of the survey and shows the perspective of border officers towards an integration initiative between the DGI and DGCE to be one border agency in Indonesia. The data is collected from 144 respondents and classified into three categories: length of work, postings, and positions. Most respondents have been working at either DGI or DGCE Indonesia for two years and posting at international airports as immigration and customs officers/inspectors. The variety of length of work and positions may benefit this study to represent the perspectives of officers and to analyse the data, which becomes more accurate.

Table 2. Data of Respondents

Respondents	Frequency	Percentage (%)
Length of Work		
1-2 years	78	54.2
s3-4 years	40	27.8
5-10 years	21	14.6
Above 10 years	5	3.5
Postings		
International airport	110	76.4
International seaport	27	18.8
Border crossing station	7	4.9
Positions		
JFU (immigration and customs officer/inspectors)	75	52.1
JA (managers)	17	11.8
JFT (immigration and customs analyst)	52	36.1

Source: Author's Survey Result 2020

After screening the survey data, missing values of six respondents have been replaced by using the means. The following Table describes no missing values with means of every indicator in three variables of 144 respondents.

Table 3. Replacing Missing Values

	N	Mean	Std. Deviation	Missing Count	Percent	No. of Extremes[a] Low	High
			Univariate Statistics				
Intra_Serv1	144	4.20	1.138	0	0.0	15	0
Intra_Serv2	144	4.03	1.109	0	0.0	0	0
Intra_Serv3	144	3.94	1.283	0	0.0	0	0
Intra_Serv4	144	4.08	1.229	0	0.0	20	0
Intra_Serv5	144	4.03	1.203	0	0.0	17	0
Intra_Serv6	144	4.07	1.138	0	0.0	17	0
Inter_Agen1	144	4.07	1.163	0	0.0	19	0
Inter_Agen2	144	4.19	1.206	0	0.0	19	0
Inter_Agen3	144	4.01	1.243	0	0.0	0	0
Inter_Agen4	144	4.13	1.178	0	0.0	18	0
Inter_Agen5	144	4.17	1.268	0	0.0	21	0
Inter_Agen6	144	4.01	1.220	0	0.0	0	0
Intl_Coop1	144	4.24	1.140	0	0.0	15	0
Intl_Coop2	144	4.26	1.056	0	0.0	12	0
Intl_Coop3	144	4.21	1.096	0	0.0	14	0
Intl_Coop4	144	4.11	1.116	0	0.0	15	0
Intl_Coop5	144	3.98	1.174	0	0.0	0	0
Intl_Coop6	144	4.17	1.177	0	0.0	16	0
Ideal_Intg	144	1.36	0.482	0	0.0	0	0

Source: Author's Data Screening 2020

However, thirty-eight respondents were excluded in the analysis because they are unengaged responses and outliers with below 0.2 of the standard deviation. The following Table is 106 selected respondents in a normal distribution where it shows a high standard deviation with more spread-out numbers, and most numbers are not close to the average.

Table 4. Unengaged Responses and Outliers

	Descriptive Statistics						
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Intra_Serv1	106	4.12	1.11	-1.354	0.235	1.194	0.465
Intra_Serv2	106	3.88	1.066	-0.807	0.235	0.006	0.465
Intra_Serv3	106	3.76	1.291	-0.927	0.235	-0.172	0.465
Intra_Serv4	106	3.94	1.241	-1.202	0.235	0.474	0.465
Intra_Serv5	106	3.89	1.198	-1.134	0.235	0.565	0.465
Intra_Serv6	106	3.93	1.115	-1.044	0.235	0.463	0.465
Inter_Agen1	106	3.93	1.149	-1.137	0.235	0.553	0.465
Inter_Agen2	106	4.09	1.223	-1.329	0.235	0.717	0.465
Inter_Agen3	106	3.85	1.248	-0.966	0.235	-0.085	0.465
Inter_Agen4	106	4.02	1.179	-1.281	0.235	0.826	0.465
Inter_Agen5	106	4.07	1.304	-1.359	0.235	0.61	0.465
Inter_Agen6	106	3.85	1.217	-0.964	0.235	0.074	0.465
Intl_Coop1	106	4.16	1.139	-1.346	0.235	0.992	0.465
Intl_Coop2	106	4.19	1.025	-1.472	0.235	1.94	0.465
Intl_Coop3	106	4.12	1.075	-1.56	0.235	2.117	0.465
Intl_Coop4	106	3.99	1.091	-1.416	0.235	1.679	0.465
Intl_Coop5	106	3.81	1.147	-1.048	0.235	0.551	0.465
Intl_Coop6	106	4.07	1.181	-1.402	0.235	1.21	0.465
Valid N (listwise)	106						

Source: Author's Data Screening 2020

Cronbach's alpha coefficient is above 0.9, and it is reliable and has an excellent internal consistency that should exceed 0.7 (Hair, Ringle, & Sarstedt, 2013, p. 7). It is important to measure the reliability of constructs and each indicator prior to data analysis.

Table 5. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.963	18

Source: Author's Reliability Test 2020

The following Figure shows the perspectives from immigration and customs officers at border controls towards integration of immigration and customs agencies in Indonesia. The Figure illustrates that most border officers strongly agree, and more border officers agree with the border agencies in Indonesia with the concept of IBM. In contrast, less than 20% of respondents exposed their strong disagreement and disagreement with the IBM initiatives.
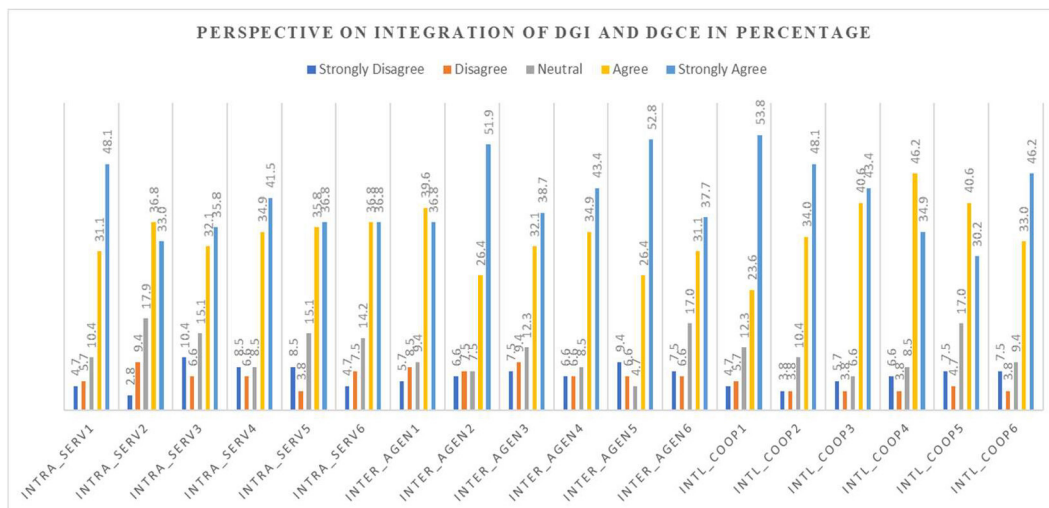

Figure 1. Perspectives on Integrated Border Management Initiatives in Indonesia
Source: Author's Survey Result 2020

The survey result implies that the integration of border agencies in Indonesia is the most important agenda which must apply the IBM strategy. The process of an integration shall consider three key variables in the IBM strategy. Intra-service cooperation is the first step to take with six indicators covering areas of policy instruments and laws, administration at all levels, regional technical work units (UPT), and units of inspection process at borders. The second step is to undertake the intra-agency cooperation that involves the coordination in border processing, integrated information systems and technology, and joint roles and responsibilities. International cooperation must be initiated in terms of the establishment of communication and coordination. This step shall build local cooperation from both sides of border agencies, bilateral and regional cooperation, and multinational cooperation.

Table 6. Ideal Integration of Border Agencies

Ideal Integration of Border Agencies					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Integration of Institutions	62	58.5	58.5	58.5
	Joint Task Force	44	41.5	41.5	100.0
	Total	106	100.0	100.0	

Source: Author's Survey Result 2020

In terms of integration of border agencies, 58.5% of respondents agree that the integration of institutions is more appropriate than only a joint-task force, with 44% of respondents. It means the ideal integration of border agencies in Indonesia should adopt the integration of institutions at all levels and actors rather than a joint task force. It infers that border agencies in Indonesia are merged into one body, which is not building temporary cooperation like a border task force.

Analysis

Border agencies in Indonesia have essential responsibilities in expediting border inspections, border security, and border law enforcement. They protect borders at airports, seaports, and border crossing stations across Indonesia. In international airports and seaports in Indonesia, border inspection agencies or called CIQ consist of quarantine agency under the Ministry of Agriculture and Ministry of Health, immigration under the Directorate General of Immigration, Ministry of Law and Human Rights, and customs under the Directorate General of Customs and Excise, Ministry of Finance. In international

border crossing stations at land borders, the CIQ works together with the Indonesian Military Forces (TNI), Indonesian National Police (Polri), and National Cross-Border Management Agency (BNPP). This environment tends to cause poor coordination, fragmented policy, blurring authority, or dispute in implementing laws. The IBM concept might address these concerns, in the beginning, by integrating the immigration and customs agency in Indonesia.

Towards an integration initiative between the DGI and the DGCE referring to the IBM concept, both institutions, at the first stage, must undertake intra-service cooperation. The integration and reconstruction of border regulations (or omnibus bill) focus on integrated and comprehensive policy instruments that manage the integration of institutions. This step begins with the reorganizing administrative ministry and agency at headquarters by restructuring the public managers, vision, mission, roles, responsibilities, functions. At the regional levels, each border work unit (UPT) of DGI and DGCE is integrated, including divisions or sections in customs and immigration offices dealing with border inspections. In so doing, the WG approach underpins the coordination among politicians, public officials, policymakers from different departments, and stakeholders (Olsen, 2013). It assumed that the integration of these two institutions would take a long-term project through a long and winding bureaucratic process (Christensen & Lægreid, 2007).

In addition to restructuring organizations, this policy must cover a border pre-clearance process, procedures, and standards of entry and exit at borders by conducting a seamless border control through an immigration and customs inspection. Under the bilateral agreement, border pre-clearance at airports is an immigration clearance and customs inspections before passengers board the flights, not when they arrive at destination country (Hiller, 2010, p. 28). Also, the provisions regulate entry requirements for passengers, border crossers, crew members, transports, and denied entry or charges/fee liability. Besides, policy on revenue collection, such as tax and non-tax from border control activities, is integrated in terms of scheme and allocation. DGI and DGCE share risk management, border management, and quality control at borders because they will have mutual objectives and targets like transnational organized crime.

In the practical step, secondly, interagency cooperation shall be applied along with three priority areas: coordinated processing at borders, an integration of border technology, and awareness building or joint responsibilities. Coordinated border clearance process can be performed at all points of entry and exit, including the decision-making process subject to an individual, travel documents, and belongings, goods, or items they bring. This clearance process is equipped with an integrated information system and management consisting of Advance Passenger Information (API), Passenger Name Record (PNR), passenger moving system (PMS), movement alert list (ECS), I-24/7 Interpol system

(Arifin, Nurkumalawati, & Briando, 2019), and Indonesian National Single Window or INSW (Das, 2017). The integrated information system among border agencies is relevant to the WG approach (Jack, 2018, p.234) to apply an e-government concept towards a seamless border control process.

In relation to human resources development, all border officers from different units must attend the intensive joint training programs about procedures and standards, immigration law, customs law, border law enforcement, and international conventions. Border officers will share roles and functions in clearance processes where they must understand the entry requirements of the person, travel documents, goods, or items. In this sense, decision making is a collective collegial procedure by identifying what categories and indicators a person must comply with. Joint patrol is conducted by immigration officers and customs officers along the borderline at border crossing stations and sea borders. For future border officers, new recruits are selected based on an integrated framework of standardized job competencies, qualifications, and capabilities. Although they apply the similar concept of KSAO (knowledge, skills, abilities, and other characteristics), border security officer competencies are unique (Chia, Heng, Goh, & Ang, 2019).

In the third step, IBM is initiating international cooperation through an establishment of communication and coordination or integrated channels. It is to build a strategic partnership, coordination, and communication with border agencies of neighboring countries such as ICA Singapore, ABF Australia, Immigration Department of Malaysia, Airline Liaison Officer, etc. Bilateral and regional cooperation with foreign representatives, ASEAN, or APEC, is important to collaborate to build a stronger relationship in diplomacy. For combating transnational organized crime, an integrated framework of cooperation must be constructed with international law enforcement agencies such as Interpol, FBI, Australian Federal Police, CIA, etc. The number of international crimes is increasing, and it is essential to build multilateral coordination with UNODC, UNHCR, IOM (International Organization of Migration), WCO (World Customs Organization) and other organizations under the United Nations (UN). All intergovernmental organizations are responsible for international migration governance, where a host country must take part in the coordination and arrangement of people (Kunz, Lavenex, & Panizzon, 2011, p. 28). Border agencies must have an intensive communication and coordination with international ports administrator or authority and international border crossing stations like BNPP to implement a border pre-clearance process.

CONCLUSION

IBM concept and whole-of-government approach are to respond to the challenges in the border protection between two Indonesian border agencies that indicate weaknesses in coordination, fragmented policy instruments, and dispute in implementing laws. This study result demonstrates that it is very important to apply the integration of immigration and customs agencies in Indonesia. The integration initiative is adopting the IBM framework with three pillars and a whole-of-government concept by a method of working to create incremental changes. Of these, initiating the integration of institutions between the Directorate General of Immigration and Directorate General of Customs and Excise is more ideal border agencies rather than a joint-task force. In the future, this border agency may be an independent institution such as ICA Singapore (Immigration and Checkpoints Authority), ABF (Australian Border Force), or Frontex (European Border Agency), and the agency has a direct responsibility to the president.
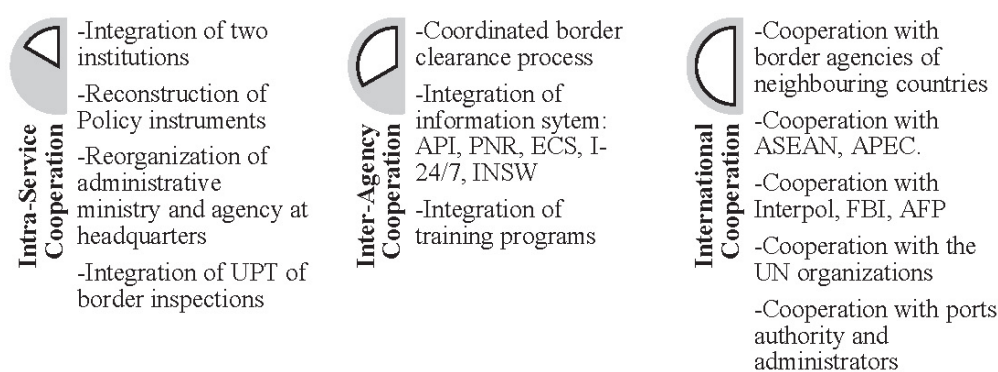

Intra-Service Cooperation
- Integration of two institutions
- Reconstruction of Policy instruments
- Reorganization of administrative ministry and agency at headquarters
- Integration of UPT of border inspections

Inter-Agency Cooperation
- Coordinated border clearance process
- Integration of information sytem: API, PNR, ECS, I-24/7, INSW
- Integration of training programs

International Cooperation
- Cooperation with border agencies of neighbouring countries
- Cooperation with ASEAN, APEC.
- Cooperation with Interpol, FBI, AFP
- Cooperation with the UN organizations
- Cooperation with ports authority and administrators

Figure 2. A Step-by-Step Process of Integration between DGCE and DGI with IBM Concept
Source: Author's Data Analysis 2020

This paper may provide solutions for some issues of border protection in Indonesia by implementing the IBM framework with three pillars and whole-of-government (WoG) initiatives. The IBM initiatives and WG concept subscribe to collaboration, coordination, and cooperation. Further study should consider a more comprehensive study on integration of Customs, Immigration, and Quarantine (CIQ) about roles, functions, responsibilities, and guidelines of the integrated border management in Indonesia.

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Undang-Undang Nomor 17 Tahun 2006 tentang Kepabeanan.

APPENDIX
Questionnaire

No	Variables	Questions
1	Intra-Service Cooperation	Integrasi dan rekonstruksi peraturan-peraturan perbatasan (omnibus law) seperti kebijakan, ketentuan/ SOP pemeriksaan kru, penumpang, pelintas batas, alat angkut; persyaratan masuk, penolakan masuk, denda/ biaya beban, dsb.
2		Integrasi kebijakan anggaran termasuk pemasukan (Pajak dan PNBP/ revenue collection) antara DJBC dan Ditjenim dalam pelaksanaan tugas dan fungsi.
3		Integrasi Direktorat Jenderal Bea dan Cukai (DJBC) dengan Direktorat Jenderal Imigrasi (Ditjenim) secara struktur (Orta), visi-misi, fungsi, peran, tugas dalam satu Kementerian (di Kementerian Keuangan, atau di Kementerian Hukum dan HAM atau menjadi Kementerian Baru).
4		Integrasi Unit Pelayanan Teknis (UPT) seperti Kantor Bea dan Cukai dengan Kantor Imigrasi di setiap daerah yang beroperasi di pintu-pintu masuk (Bandara, Pelabuhan, PLBN).
5		Integrasi Bidang atau Unit di bawah Kantor Bea Cukai dan Kantor Imigrasi di seluruh pintu-pintu masuk (Bandara, Pelabuhan, PLBN).
6		Integrasi manajemen risiko (risk management), manajemen perbatasan (border management), uji kualitas (quality control) antara DJBC dan Ditjenim.
7	Inter-Agency Cooperation	Integrasi proses pemeriksaan Imigrasi dan Bea Cukai di seluruh pintu-pintu masuk (Bandara, Pelabuhan, PLBN) termasuk pengambilan keputusan.
8		Integrasi sistem informasi dan teknologi dalam proses pemeriksaan Imigrasi dan Bea Cukai di seluruh pintu-pintu masuk (Bandara, Pelabuhan, PLBN).
9		Integrasi tugas dan fungsi, kewajiban/ tanggung jawab dalam proses pemeriksaan Imigrasi dan Bea Cukai di seluruh pintu-pintu masuk (Bandara, Pelabuhan, PLBN).
10		Integrasi patroli keamanan perbatasan bersama antara Imigrasi dan Bea Cukai di seluruh pintu-pintu masuk (Bandara, Pelabuhan, PLBN).
11		Integrasi pelatihan-pelatihan keamanan perbatasan, keimigrasian, bea cukai, penegakan hukum perbatasan (peningkatan SDM)
12		Integrasi proses rekrutmen pegawai baru melalui satu sumber: standar, kualifikasi, kompetensi, kapabilitas.

13	International Cooperation	Membangung integrasi kerja sama, koordinasi dan komunikasi dengan pihak perbatasan (CIQ) negara tetangga (berbatasan langsung) seperti dengan ALO, ICA, ABF, Imigresen Malaysia, dsb.
14		Membangung integrasi kerja sama, koordinasi dan komunikasi bilateral dan regional seperti dengan Kedutaan Besar, IOM, WCO, KIS, ICAO, IMO, ASEAN, MEA, operator alat angkut.
15		Membangung integrasi kerja sama, koordinasi dan komunikasi antarlembaga penegak hukum dalam negeri seperti dengan TNI, Polri, Bakamla, BNPP, KKP, BNPT, BIN dsb.
16		Membangung integrasi kerja sama, koordinasi dan komunikasi antarlembaga penegak hukum internasional seperti dengan AFP, Interpol, FBI, dsb.
17		Membangung integrasi kerja sama, koordinasi dan komunikasi multilateral seperti dengan PBB (United Nations), OKI, APEC, OPEC, World Bank, WTO dsb.
18		Membangung integrasi kerja sama, koordinasi dan komunikasi dengan pihak bandara dan pelabuhan internasional di luar negeri dalam hal pemeriksaan imigrasi dan bea cukai pra-kedatangan (border pre-clearance).
19		Menurut Anda, bentuk integrasi institusi perbatasan yang ideal antara DJBC dan Ditjenim di perbatasan negara (Bandara, Pelabuhan, PLBN): A. Tim Satgas Gabungan (Joint Task-Force) B. Integrasi Institusi (seperti ABF, ICA, Fontex, CBP, ICE)