

Conflict Management and Strategy Management at the State Borders of Indonesia

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Abstracts: This research aims to understand conflict management and strategy at state borders and its implications that are very due at the ontological level and sociological level. The problem is very interesting to be analyzed by conducting a qualitative case study in Indonesia. The data were collected through observation and documentation. The data were analyzed using interactive steps of data reduction, data display, and data verification, supported by triangulation. The results indicate that managing conflict and strategy at state borders and its implementation are needed for providing information to stakeholders to update regulations and sanctions. This result provides inputs for making better regulation and policy for state agencies as public officials and practitioners.

Keywords: Conflict Management, Strategy Management, State Borders.

1. INTRODUCTION

The state border is the main manifestation of the territorial sovereignty of a country and has an important role in determining the boundaries of the sovereign territory, utilizing natural resources, and maintaining regional security. Border issues are very important and urgent to be managed properly by all parties involved in order to maintain sovereignty and to achieve national goals. The potential for law violations in border areas is still relatively high. This happens because it has not been supported by the implementation and strategy of adequate security activities according to ideal needs. Border areas are also prone to problems such as differences in the determination of state boundary lines (regions); transnational crime; illegal logging; illegal fishing; illegal exploitation of natural resources; human trafficking especially women and children; illegal immigrant; people smuggling; distribution of narcotics; entry points for terrorists and pirates; and socio-cultural conflicts. State borders act as front porches which are self-reflections and development benchmarks. Its strategic position makes the development of border areas as one of the development priorities.

The unitary state of the Republic of Indonesia is a unity of land area, inland water, archipelagic water, and territorial sea, along with the seabed and land beneath it, as well as the airspace above it, and all the sources of wealth contained therein. State Territory Boundaries are the boundaries separating the sovereignty of a country based on international law. The border area is located on the inside along the boundaries of Indonesia's territory with other countries. In terms of State Territory Boundaries on land, the Border Areas are the districts.

In managing State Territories and Border Areas, Regency/City Governments have the authority to: (a) implement Government policies and stipulate other policies within the framework of regional autonomy and co-administration; (b) maintain and protect boundary markers. Community's participation in the management of the Border Area is carried out by developing and maintaining the border area (Law No.43 of 2008). Indonesia is an archipelagic country and has received international recognition and acknowledgment from the United Nations Convention on the Law of the Sea (UNCLOS). The territory of Indonesia shares borders with several countries, both land borders and sea borders. Indonesia shares land borders with three countries and the sea borders with ten countries. Indonesia has a rule of law or legal instruments as the basis for implementing territorial sovereignty that borders Indonesia. It

aims to avoid overlapping claims between the border areas of each country in order to create diplomatic relations that are mutually helpful and mutually beneficial (Purwanto & Mangku, 2016).

The geographical position of Indonesia is located between the Pacific Ocean and the Indian Ocean, between the Asian Continent and the Australian Continent. Indonesia connects countries around the Pacific Ocean region and countries around the Indian Ocean region and the European Continent. Indonesia is also located on the equator belt as the central area of mineral resources in the world. A strategic position with abundant natural resources and large population with cultural diversity is the great capital and potential of Indonesian to grow and develop into a strong country.

Indonesia is a constitutional state, meaning that there is a guarantee of the functioning of the task of upholding law and justice based on the state constitution and applicable laws and regulations. However, the prosecutor's discretionary authority that is too loose tends to abuse power. Discretionary authority in state institutions needs to be limited and monitored so that checks and balances occur (Hermanto & Riyadi, 2020).

One of the border conflicts is related to land. A study of Agrarian Law analyzes land disputes. Agrarian law is principally different in each region and country. Agrarian law describes the rights over land, whether joint property, individual property, or even king property or state property. Land disputes are related to public policy and ownership (Riyadi, 2017). There are no specific laws or regulations that address this matter. One of the fundamental problems in the use of land is the absence of law which causes unclear land rights, even though the construction of buildings or facilities above or below it must have a legal basis (Riyadi, Atmoredjo, & Sukisno, 2020). The Indonesian government has less successful records, for example many cases that are pending in their prosecution process and even the termination of cases, which is an indication of weak law enforcement against perpetrators of crimes in Indonesia. The severity of the conflict of interest also makes it hard for the enforcement, so that the settlement is often based on interests or political bargaining and abuse of power (Riyadi, Wibowo, & Susanti, 2020). Conflicts can take a long time, for example in managing oil and gas resources. Indonesia has abundant natural resources, including oil and natural gas resources and must be controlled by the state for the greatest prosperity of the people. However, global changes and modernization of society ignore cultural values in the life of the nation and state (Riyadi, 2020a). Cultural anatomy protects Indonesian power and impacts the behavior of public officials. The nation and state need to return to the life system of the nation and state by implementing the truth because it has been built since the nation was founded (Riyadi, 2020b).

There is research to study the human resource management in the army and its implication by conducting a systematic literature review and qualitative study. The result provides inputs for human resource management in the army and its implication for making better regulation and policy (Toruan, Gusti, & Riyadi, 2023). Research was also conducted to examine the implementation of performance accountability system for government institution by conducting a qualitative research method based on public policy theory. The result suggests to make better regulation on the implementation of performance accountability system (Priyambodo, Wijaya, Wike, Sujarwoto, & Riyadi, 2023a). There is research to study The Performance Accountability System for Government Agency by conducting a qualitative method. The result provides inputs for making better regulation on performance accountability system (Priyambodo, Wijaya, Wike, Sujarwoto, & Riyadi, 2023b). In addition, a research found that Transformational Leadership have significant positive effects on Job Competency, Technology Adoption has significant positive effects on Job Competency, and Public Service has significant positive effects on Job Competency (Purbiantari, Zauhar, Suryadi, Hermawan, & Riyadi, 2023b). Research was conducted to explore the leadership and service in the Indonesian National Police by conducting qualitative research method. The results are categorized into several themes that are useful for improving police policy and practice (Purbiantari, Zauhar, Suryadi, Hermawan, & Riyadi, 2023a). Another study found that user satisfaction has positive and significant effects on Smart SIM and Organizational Performance. The Smart SIM also has a positive and significant effect on Organizational Performance and Smart SIM mediates the effect of User Satisfaction on Organizational Performance (Sinulingga et al., 2023).

Moreover, there is research to analyze the Critical Success Factors (CSF) of Public Private Partnership (PPP) Indonesia using qualitative research method. The results are categorized into several themes which are useful for improving Public Private Partnership policy and practice (Syahrudin, Wijaya, Suryono, & Riyadi, 2023). Other research found that Transformational Leadership has positive effects on Knowledge Sharing and Workplace Spirituality. Information Technology has positive effects on Innovative Climate, Knowledge Sharing, Workplace Spirituality, and Innovative Work Behavior. Innovative Climate has positive effects on Innovative Work Behavior. Workplace Spirituality has positive effect on Innovative Work Behavior. The mediating variables have several roles, including the Innovative Climate which mediates the effects of Transformational Leadership on Innovative Work Behavior. Workplace Spirituality mediates the effects of Information Technology on Innovative Work Behavior and mediates the effect of Transformational Leadership on Innovative Work Behavior (Susilo, Astuti, Arifin, Mawardi, & Riyadi, 2023).

Managing conflicts is still needed to be explored in term of causes, processes and results (S. Assery, Tjahjono, Sobirin, & Hartono, 2017) and partnership, capabilities and performance (Saleh, Assery, Sabihaini, & Suryaningsum, 2017). Intrapersonal, interpersonal, production, and political misbehavior, all of them have influence on losses, both on financial and social. It will be necessary to intervene into both sides (Feriyanto, Assery, Saleh, & Suryaningsum, 2017). There are relationship between partnership, capability and performance. Relationships between partnership to performance have to be fully mediated by capability (Saleh, Assery, & Dzakiyullah, 2018). Capability, partnership, and information sharing but must be mediated by conflict resolution in order to have a positive and significant impact (Syeh Assery, Tjahjono, Palupi, & Dzakiyullah, 2020). Job satisfaction has positive and significant effects on work performance (Purnama, Tjahjono, Assery, & Dzakiyullah, 2020).

Indonesia's national defense is organized within the Universal Defense System by taking into account the geographical conditions of Indonesia as an archipelagic country. In the course of the history of Indonesia, it has been proven that the Universal People's Defense and Security System is a system that is capable of fighting colonialists and has succeeded in establishing Indonesia as an independent and sovereign country. In this case, it has provided assurance that the system is in accordance with the geographic and demographic characteristics of Indonesia so that it is suitable to be implemented in order to uphold national defense, maintain the territorial integrity, and ensure the safety of the nation. So far, the problems that have attracted attention in the implementation of border area security include the lack of border security infrastructure such as human resources, materials, funds and logistics. Apart from that, there is a gap in the level of welfare of border residents compared to residents in national borders. Therefore, the research question is "how to manage conflict and security strategies in land border areas of Indonesia?"

2. LITERATURE REVIEW

2.1 Conflict Management

State border conflicts that occur among countries. The values held by the two countries are diplomatic relations and sovereignty. The goal to be achieved is to emphasize more on achieving win-win solutions. Some of the styles in this conflict include accommodation and yielding. In an existing conflict, the country can take several steps other than conflict management, such as diplomatic steps, socio-cultural steps, regional development steps, and technical steps. Conflict management is a series of processes and strategies to address and resolve conflicts that may arise between individuals, groups or organizations. The goal of conflict management is to achieve a satisfactory resolution for all parties involved and minimize the negative impacts that can be caused by the conflict. It is important to remember that conflict management does not mean avoiding conflict completely, but managing the conflict in a constructive way to achieve positive results and build better relationships between the parties involved (Wall, Jr. & Callister, 1995).

Here are some general principles and steps in conflict management: (1) Recognizing conflict: The first step in conflict management is recognizing conflict. This step involves identifying the source of the conflict, the parties involved, and the impacts. (2) Gathering information: In managing conflict, it is important to gather necessary information about the issues that trigger the conflict and the viewpoints of all parties involved. It helps to understand

the conflict better and to find appropriate solutions. (3) Effective communication: Effective communication is the key in conflict management. The parties involved need to communicate openly and honestly, listen carefully and try to understand each other's point of view. Good communication helps reduce misperceptions and builds better relationships. (4) Finding a solution: The next step is to find a solution that is acceptable to all parties. This involves collaboration and seeking a fair compromise. The right solution must consider the interests of all parties. (5) Negotiation: Negotiation is the process of reaching an agreement between the parties. Through negotiations, the parties seek to find a common solution that meets their needs and interests. (7) Solution implementation: Once a solution is found, it is important to implement it clearly and ensure that all parties are committed to implementing it. Monitoring and evaluation also need to be carried out to ensure that the agreed solutions are effective and satisfactory. (8) Mediation or arbitration: In some cases, conflicts may require the assistance of a neutral third party to mediate or facilitate the resolution process. Mediators or arbitrators can help facilitate the dialogue between the parties to reach an agreement (Tjosvold, 2006).

Indonesia is bordered by ten countries, both land and sea. Indonesia's land area is directly adjacent to Malaysia on Kalimantan and Papua New Guinea on Papua. The continental border areas are spread over three islands, four provinces and 15 regencies/cities, each region having different characteristics of the border areas. Indonesia's maritime territory is bordered by 10 countries that are India, Malaysia, Singapore, Thailand, Vietnam, the Philippines, the Republic of Palau, Australia, Timor Leste and Papua New Guinea. The areas bordering Indonesia's sea area are generally in the form of outer islands, totaling of 92 islands. Among the 92 islands, there are 12 outermost islands which are directly adjacent to neighboring countries. These islands are the outermost points that affect the territorial area of Indonesia (Kennedy, 2021).

2.2 Strategy Management

Strategic management is the process of planning, implementing and controlling the strategic steps taken to achieve long-term goals. This involves analyzing the external and internal environment, identifying opportunities and challenges, and developing an action plan to achieve these goals. Strategic management is an ongoing process that involves monitoring the external environment, making sound decisions, and adapting to changes as they occur. It also involves coordinating between various levels and ensuring that resources are allocated efficiently to achieve strategic goals (Cox, 1999).

Strategic management is the process of making decisions, implementing actions and evaluating what has been done well in order to achieve long-term goals. This process is carried out continuously by evaluating and also controlling internally, conducting analysis, and establishing strategies to compete well. It is then followed by re-evaluating the strategy on a more regular basis in order to be able to determine the actions to be taken and monitor its progress or be replaced by using another strategy. The strategy must be applicable to all parties in order to face competition and show excellence. The perspective concept will later be used when a problem has not arisen or as a plan that must be developed. While the descriptive concept will be applied in order to solve the problems. The existence of a decision and commitment to strategic planning is able to strengthen a position in long-term competition (Bogers, Chesbrough, Heaton, & Teece, 2019).

Land and sea border areas have large natural resource potentials and are very strategic for national defense and security. Strategic issues in border areas include aspects of defense, security and law enforcement, infrastructure, regulation, economy and social services. Regulation of the National Border Management Agency No.1/2011 on the Grand Design for the Management of State Boundaries and Border Areas for 2011-2014, as well as BNPP Regulation No.1/2015 on the 2015-2019 State Border Management Master Plan, and other sources, especially from National Border Management Agency (BNPP). The regulations and institutions governing the management of state border areas are coordinated by BNPP. They need to be strengthened especially in local governments. All programs dealing with various border issues require a good and efficient management. In the management and development of border areas, the Center for National Strategic Activities is established, covering urban areas designated to encourage the development of border areas. Policies and strategies for managing border areas must be able to respond to actual conditions by looking at the various existing problems. The problems faced

by border areas are the isolation of border areas, the vulnerability of defense and security at the border, the management of natural resources that is still not optimal, and the low quality and quantity of human resources (Kennedy, 2021).

2.3 Previous Research

The potential threat of violations in the land border area is quite high. Law-breaking activities are still thriving. Many border issues have not been resolved to date, and open areas have not been monitored. Public understanding of the border area is still low and they have limited information about this issue. The implementation of land border area security activities in the communication dimension is still experiencing obstacles, while in the resource dimension, the implementation of land border area security activities is experiencing a significant shortage. In the disposition dimension, the implementation of land border area security activities does not affect other activities. The dimensions of the bureaucratic structure in securing land border areas are also still experiencing obstacles. The implementation of land border area security activities is not going well. The land border area security strategy in the objective dimension does not have a significant effect on security activities. The strategy for securing the land border area in the dimension of means has limited influence on the implementation of the strategy. The strategy for securing land border areas in terms of facilities is experiencing significant deficiencies (Toruan, 2017, 2019; Toruan, Dadang, & Widyastuti, 2021). With broad boundaries, Malaysia's security is porous against various military threats, transnational crimes such as illegal immigrants, human trafficking, illegal goods smuggling, even the threat of terrorism. There are several government institutions and law enforcement agencies in Malaysian that are responsible for protecting its sovereignty such as The Royal Malaysian Police, Royal Malaysian Customs Department, Malaysian Department of Immigration, Malaysian Border Control Agency, and Malaysian Armed Forces. The Malaysian Armed Forces is responsible for managing Malaysia's borders. Border complexity was then developed into Coordinated or Integrated or Collaborative, or Comprehensive Border Management to integrate all the different border agencies (Zainol, Jusop, Ridzuan, & Kamaruddin, 2019).

Border area disputes have been occurred and sometimes escalated into communal conflicts. Due to the involvement of person-to-person relations, government-to-government negotiations are not sufficient to resolve this conflict. Therefore, Indonesia and Timor Leste have established cross-border cooperation. The role of cross-border cooperation in handling communal conflicts in the border areas between Indonesia and Timor Leste shows that cross-border cooperation plays an important role in managing conflict by reducing violence, building and maintaining social relations, and increasing the economic development of local communities (Raharjo, 2016). Indonesia's borders face many complex problems in terms of the regional environment and border management actors. It is necessary to know the involvement of actors and their authority in managing border areas. The border area is a new arena for the Central Government as the main actor in political affairs and public policy. Local government acts as the second actor, acting as a passive object. This condition creates a conflict of authority between the actors. The management of border areas has not been taken seriously by the central and regional governments, in terms of autonomy and authority. The border area is a connecting point between the country and neighboring countries. It is necessary to build synergies between management actors in developing the border areas (Rochmawati, Rusdiono, & Arifin, 2022).

Indonesia-Malaysia relations in the last 25 years have been determined by an elitist view but do not paint the whole picture of relations. It is important to analyze the relationship of social reality especially from the perspective of workers, traders, activists, religious groups, artists and families, who experience the actual condition. The dynamics of people-to-people cross-border relations in the border areas of West Kalimantan and Sarawak and North Kalimantan-Sabah show a complex picture in understanding the relationship between the two countries. Awareness and understanding of actual reality is necessary for a better understanding of the relations between the two countries (Abdullah, Anuar, & Hara, 2022). Border management goes through the challenges faced by CIQS (Customs, Immigration, Quarantine and Security) and requires a strategy to overcome these challenges. Cross-border activities have the potential to cause trafficking of illicit goods and people. Indonesia as an archipelagic country must develop border management and control policies that can overcome these challenges with the Coordinated Border Management (CBM) strategy. Border control policies in Indonesia must be reviewed and

updated to adapt to globalization developments according to national interests, and use strategies to secure borders effectively (Setiawan, Mendrofa, & Pramana, 2020).

West Kalimantan Province is directly adjacent to Sarawak, Malaysia. The border area is managed by several stakeholders, both government and non-government, so good cooperation is needed. One dimension of Collaborative Governance is the collaborative process in managing boundaries in West Kalimantan Province to support national defense. Collaborative governance includes 5 elements: face-to-face dialogue, building trust, commitment to the process, mutual understanding, and results (Wibowo, Syamsul, Suhirwan, & Pramono, 2021). Empowerment of the defense area is carried out with all existing national potential so that it becomes resilient. However, the interoperability strategy needs to be optimized. Optimization strategy can be done in three ways. First, optimizing organizational resources through strategies to improve infrastructure, utilizing information technology, and implementing leadership commitments. Second, optimizing the elements of the combat function, increasing empowerment experience in implementing Border Security Operations, as well as strengthening defense and security against transnational crimes. Third, optimizing the elements of cooperation through a strategy to optimize the existence of the National Border Management Agency (BNPP), increasing the development and socio-economic conditions of border communities that are still left behind, and increasing cooperation (Sumadinata, Achmad, & Riyadi, 2022).

3. RESEARCH METHODS

The qualitative approach was chosen because it is in accordance with the aims of the research that is to describe and understand the phenomena, events, social activities, attitudes, beliefs, and perceptions of people. Qualitative research can be applied when the research problems need to be explored deeper when previous theories or concepts are considered unable to capture the complexity of the problem under study. A qualitative research approach produces descriptive data in the form of words or writings and behaviors that can be observed from the subject and object of the study itself (Creswell, 2013).

Data collection techniques in this research were observation and documentation. Related documentation was gathered from many sources such as from Internet and library documents. Data analysis were using 3 steps, which were data reduction, data display and data verification referring to the interactive model. Data reduction is to sort out the main data, data display is to present the data, and data verification is to conclude the main themes of the results (Miles & Huberman, 1994).

Validity and reliability were tested using triangulation based on the observation and documentation analysis to obtain valid and reliable data coping credibility, transferability, auditability, and confirmability. Credibility is related to the truth aspect tested by means of triangulation to compare the results. Transferability shows the applicability of the research to other studies that readers can understand the results of qualitative research. The report was made in a detailed, clear, and systematic manner. Auditability means that it can be tested by examining the entire research process, started from designing case studies, determining data sources, data collection, data analysis, to drawing conclusions, which can be traced and showing the processes and results. Confirmability relates to the objectivity that the research results are agreed and accepted (Creswell, 2009).

4. RESULTS AND DISCUSSIONS

Result analysis was conducted based on related documentation and news from the internet sources. Then, data reduction, data display, and data verification were utilized to obtain the theme.

The Head of the National Border Management Agency (BNPP) revealed a number of border disputes in Indonesia. Indonesia has dozens of maritime boundary disputes with ten neighboring countries, half of which have been resolved. In the South China Sea, the disputes that occurred were between Indonesia, Vietnam and Malaysia. Then for the South China Sea, the dispute between Indonesia and Vietnam had been resolved in terms of the continental shelf boundary. Other disputes occur between Indonesia and India, Thailand, the Philippines, Pacific

Ocean Islands, Papua New Guinea, Australia and Timor Leste. The government is still trying to fight for state sovereignty on these borders (CNN-Indonesia, 2020).

The Coordinating Minister for Politics, Law and Security said that all parties present and guarding the border gates between Indonesia and other countries should make efforts to tighten entry and exit of citizens, to and from Indonesia and neighboring countries. In addition to tightening checks on passers-by, so that service officers in the border area can comply with all regulations (CNN-Indonesia, 2020).

Indonesia shares borders with other countries. On land area, Indonesia is bordered by Malaysia, Papua New Guinea and Timor Leste. Indonesia's maritime territory is bordered by Malaysia, Thailand, Vietnam, Singapore, the Philippines, Palau, India, Timor Leste and Australia. Geographical conditions that directly border with other countries often trigger conflicts. Boundary disputes over border areas with large natural resource potential are one of the problems that are still happening to date. Unpleasant events due to negligence in supervising and managing the outermost small islands have been experienced by Indonesia. One of them is Sipadan and Ligitan Islands which now belong to Malaysia. The dispute over Sipadan and Ligitan Islands between Indonesia and Malaysia had been going on since 1967. Until finally in 2002, the International Court of Justice decided that the ownership of Sipadan and Ligitan Islands fell to Malaysia. This decision was based on historical evidence received by the International Court of Justice from Malaysia. Documents from Malaysia prove that the British, who used to colonize Malaysia, first entered Sipadan and Ligitan Islands by building a lighthouse and turtle conservation. Meanwhile, the Dutch, who colonized Indonesia, were only proven to have stopped at Sipadan and Ligitan Islands, but did nothing (Kompas, 2022).

The border dispute with Malaysia on Sebatik Island, North Kalimantan, is also still a serious concern of the government. To note, Sebatik Island in the northern region is the territory of Malaysia. Meanwhile, the southern part belongs to Indonesian territory. On this island, there is no clear borderline. The border between Indonesia and Malaysia on Sebatik Island is only a stake. This condition causes many citizens from the two countries to and fro crossing the borders every day. Until now, the government continues to seek a settlement regarding the border line on Sebatik Island so that it becomes clearer and stronger in international law (Kompas, 2022).

Indonesia also has cross-border problems with timor leste. In timor leste, where oecusse district is enclaved, meaning that the part of a country's territory is surrounded by the territory of other countries. It is surrounded by Indonesian territory, in the East Nusa Tenggara Province, means that Oecusse residents who want to go to Timor Leste must pass through Indonesian territory. The government is still working on this problem until now (Kompas, 2022).

Claims over the Natuna waters have been made by China and Malaysia. Recently, at the end of 2021, China demanded that Indonesia stop drilling for oil and natural gas in the Natuna waters because it was claimed as its own. In fact, the southern tip of the South China Sea is Indonesia's exclusive economic zone (EEZ) under the United Nations Convention on the Law of the Sea (UNCLOS). Indonesia named the area the North Natuna Sea since 2017. Based on the convention, Indonesia has sovereign rights to explore and exploit natural resources in its EEZ and continental shelf. UNCLOS Article 73 also authorizes Indonesia to enforce its national laws and regulations against foreign vessels fishing illegally in Indonesia's EEZ without Indonesia's consent. China insists that the waters fall within its vast territorial claims in the South China Sea which are marked by the nine-dash line. The Indonesian government has tried to continue to increase the presence of local fishing vessels in North Natuna. The presence of civilians in North Natuna will strengthen Indonesia's claim to ownership of these dispute-prone waters (Kompas, 2022).

The dispute between Indonesia and Malaysia also occurs in Ambalat Block which is located in the Makassar Strait near the extension of the land border between Sabah, Malaysia and East Kalimantan, Indonesia. Not only is it a matter of territorial ownership, the dispute over the Ambalat Block also occurs due to the abundance natural resource potential in these waters, similar to the case in Natuna. The Ambalat Block contains oil and gas potential which, if utilized optimally, can last for a long time. Malaysia has also filed a claim over the Ambalat Block by

submitting this border dispute to an international arbitration court. However, in one of the articles of UNCLOS, it is stated that the ownership of Indonesian territory is in the concept of an archipelagic state, where the baseline for determining territory must be drawn from the outermost archipelago. Meanwhile, Malaysia, which is an ordinary coastal state, may only use regular baselines or straight baselines to determine its territorial boundaries (Kompas, 2022).

The conflict on the Indonesia-Timor Leste border occurred in 2013 where people attacking each other by throwing stones and wood on the border of North Central Timor Regency (Indonesia) and Oecussi District (Timor Leste). This conflict raised tensions over the following days. This is not the first time this conflict has occurred because in 2012, it also occurred in the same district. The conflict on the Indonesia-Timor Leste border is interesting because this type of conflict does not occur in other Indonesian land border areas, both in Kalimantan and in Papua. Usually, the problems that arise in land border areas are in the form of unagreed delimitation and boundary demarcation (BRIN, 2013).

According to the National Border Management Agency (BNPP), the two countries are still disputing three boundary segments, namely (a) the segment in Kupang Regency and the Oecussi District of Timor Leste, over rice fields. (b) the segment in North Central Timor District with the Oecussi District, over a plot of land with a length of 2.6 km or 142.7 ha. (c) the segment in Belu Regency which borders Bobonaro District, over the difference in identification of the Median in the river flow along 2.2 km (BRIN, 2013).

From Indonesia's point of view, the government and its citizens consider that the neutral zone is a zone that has not yet been assigned the status of belonging to the state of Indonesia or Timor Leste, so all citizen activities must not be conducted there. Meanwhile, from Timor Leste's point of view, the zone is actually Timor Leste's territory which is used by the UN as a security coordination area between the TNI and the UN, as a place to facilitate market development for border residents, and as a reconciliation site between the people of the former East Timor and the people of Pasabe, District Oecussi. Thus, after the United Nations left Timor Leste, the neutral zone should have remained to be part of Timor Leste's sovereign territory (BRIN, 2013).

In fact, the people of North Central Timor and Oecussi on the border came from the same ancestor, the Timorese, from the Tetun, Marae, Kemak, and Dawan tribes. Family ties have been established for a long time, especially since Timor Leste was being the part of Indonesia since 1975 to 1999. However, after the separation of East Timor as a result of a referendum, these negative sentiments intensified. On the one hand, the people of Timor Leste, especially those who were part of the pro-independence group during the referendum, perceive Indonesia as a country that has colonized them for almost 25 years. On the other hand, Indonesian people perceive Timor Leste citizens as ungrateful people, especially since many members of the pro-integration group chose to flee to Indonesian territory after the referendum. This negative sentiment is getting stronger when the people of both countries suffer from poverty and fighting over resources such as farmland and cattle (BRIN, 2013).

The Philippines and Indonesia have been in border negotiations for nearly 20 years. The governments of the two countries signed an agreement governing the new agreement on the demarcation line. The agreement between the two countries covers the boundaries around the Exclusive Economic Zone in Mindanao and Sulawesi seas. The border agreement is a proof of commitment to comply with the rule of law and create peace and a fair distribution of interests in territorial waters. The Philippines and Indonesia also signed an agreement on counter-terrorism efforts, which focuses on exchanges and cooperation between security, defense, intelligence and law enforcement agencies between the two countries. The agreement on border issues came at a favorable time for both countries (DW, 2014).

Based on development goals in Indonesia, the priorities for the management of state boundaries and border areas are focused on: finalizing the establishment and confirmation of state boundaries; increasing defense, security, and law enforcement efforts; increasing economic growth in border areas; improvement of basic social services; and strengthening institutional capacity in developing border areas in an integrated manner. The border area is one of the strategic areas where the area concerns the livelihood of many people nationally, both from the

point of view of political, economic, social, cultural, environmental and defense and security interests. Border areas include borders on land, sea, and in the air with neighboring countries. The determination of the area of the border area is carried out by taking into account the embodiment of the functions of the state border, that is the function of security and the function of prosperity by taking into account the real conditions of the development of environment in the area through measurable field studies and observations.

Border management is closely related to the issues of national and state sovereignty, people's welfare, public services to border communities that are still underdeveloped and poorly managed, as well as the sustainability of a healthy environment. Various issues regarding state borders and the management of border areas have been inventoried and their problems identified in the context of formulating national policies for the management of state borders which aims at realizing border areas as the front porch of the country. Structuring the border area is closely related to the development process of nation and state which can minimize the emergence of potential internal conflicts in a country and even with other countries. Management of state borders is essentially the part of efforts to realize regional space.

CONCLUSIONS

Based on the analysis and discussion of the research result above, it can be concluded that conflict management and strategy management at state border of Indonesia requires interaction, collaboration, and decision-making. The interaction and collaboration between the government and community are needed in order to reach the best solution. It is suggested that the legislative and executive bodies as the public officials in making multi-policies and regulations have to be involved in managing conflict and strategy at the state border for revising policy and establishing better situation and condition.

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