



Leadership strategies for enhancing border security in Papua: A collaborative approach to surveillance and threat management

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ABSTRACT

Background: The Papua border region faces significant security challenges due to its remote geography, limited infrastructure, and sparse monitoring resources. These issues hinder swift responses to threats, leaving the border vulnerable to criminal and smuggling activities. Effective leadership strategies that account for local wisdom and foster cross-stakeholder collaboration are essential to address these challenges. **Methods:** This study uses a qualitative literature review method to synthesize data from relevant studies, government reports, and security assessments. In addition to a primary analysis of previous literature, insights were gathered through the qualitative approach, including interviews and observations conducted over five years. Data collection involved triangulation through interviews with key informants and document analysis, with purposive and snowball sampling to ensure a comprehensive understanding. **Findings:** Findings indicate that a dual leadership style and collective decision-making approach significantly enhance border security. Engaging local stakeholders, particularly through partnerships with the Indonesian National Armed Forces (TNI), police, and the National Border Management Agency (BNPP), creates an adaptive, sustainable security system. Infrastructure development, informed by local customs and practices, also empowers communities to participate in border monitoring. **Conclusion:** The combination of flexible, adaptive leadership with a collaborative strategy among central and local entities strengthens border security management in Papua. Emphasizing local participation and infrastructure improvements aligns security efforts with community needs, promoting a more integrated and responsive approach. **Novelty/Originality of this article:** This study highlights the importance of incorporating local cultural wisdom and multi-stakeholder collaboration in security strategies for the Papua border region. By applying a dual leadership model and collective approach, it offers a new framework for addressing security threats in remote, complex border areas like Papua, where infrastructure and logistical constraints are prevalent.

KEYWORDS: border security; collaborative strategy; community involvement; infrastructure development; local wisdom.

1. Introduction

Papua was colonized by the Dutch in 1848 and after the end of the Cold War the United Nations (UN) expanded its authority to deal with various aspects of conflict resolution in this part of the world (Society et al., 2009). Specifically in Indonesia, in 1963 Papua, known as Irian Jaya, returned to the bosom of Mother Earth, which was previously colonized by the

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Netherlands. The United Nations (UN) in this case through the United Nations Temporary Executive Authority (UNTEA) as the UN Executive Authority, managed the handover of Papua to Indonesia from October 1, 1962 to May 1, 1963. In 1969 the New York Agreement "Act of Free Choice" was formed, a continuation of the agreement between Indonesia and the Netherlands in 1962, brokered by the United States representing the United Nations (UN). This agreement strengthened Indonesia's control over the administration of West Papua (now Papua) since 1963 with the provision that its self-government would be decided in 1969 through the Papuan People's Act of Free Choice under the supervision of the United Nations (UN). The implementation of the 1969 Papera, showed the result that 100 percent of the time representing the Papuan people still chose to be part of the Unitary State of the Republic of Indonesia.

Papua is the second largest island in the world after Greenland and the largest island in Indonesia which has an area of approximately 785,753 km². Papua's maritime boundaries include the northern part of the Philippine Sea, the southern part is the Arafuru Sea, the eastern part borders the Pacific Ocean and the western part borders the Arafuru Sea and the Banda Sea of Indonesia. The land boundaries of Papua Island include the northern part bordering the Palau Islands, the southern part with the Australian State, the eastern part with the State of Papua New Guinea (PNG) and the western part with the Indonesian Maluku Islands. In order to accelerate and improve development with the spirit of Special Autonomy, the Central Government expanded the previous 2 Provinces into 6 Provinces, namely Papua Province, capital of Jayapura, West Papua Province, capital of Manokwari, South Papua Province, capital of Merauke, Central Papua Province, Papua Province, Jayawijaya Capital Mountains, Southwest Papua Province, capital of Sorong. The expansion of the Papua Province does not mean answering all security issues, especially the land and sea border areas because currently various threats often occur both internally and externally. Internal threats are; activities of armed criminal groups), illegal trade in marijuana. External threats are generally in terms of political support from countries in the Pacific Islands such as (Salomon State, New Zealand State, Vanuatu State, Tuvalu State, Nauru State, and Marshall Islands State) which generally accuse Indonesia of human rights violations, economic and political marginalization since Papua returned to the bosom of the Unitary State of Indonesia in 1963 (Wangge & Lawson, 2023). Threats on the land and sea borders that stand out include; undetected removal of the Patok/border crossing, the way in and out of the Armed Criminal Group, marijuana smuggling. The prominent sea borders are illegal fishing, traffic in smuggling weapons and munitions from the Philippines to Papua and the construction of other countries' military bases (Phayal et al., 2024) Therefore, increasing surveillance in Papua's land, sea border areas is a must to be strengthened by state policy in this case through a strategic leadership approach (Contreras et al., 2021).

Based on Law Number 34 of 2004 concerning the Indonesian National Army, especially the Border Security Task Force and based on Law Number 26 of 2007 concerning Spatial Planning, the National Border Management Agency under the Ministry of Home Affairs, of course, must cooperate with the TNI as a state tool to protect the Papua border area. For this reason, Strategic Leadership is very significant for national security, especially in overcoming various border threats in the Papua region of Indonesia. So in this study, researchers used multiple leadership styles where previous research shows that leaders have risen to the top of the hierarchy throughout human history using multiple leadership styles. Dual leadership style means a collaboration of dominance-style leadership that uses force or coercion to gain control through law enforcement instruments and prestige-style leadership focuses on the leader's ability and compassion so that others can follow his wishes and both of these strategies exist in human psychology (McClanahan, 2020). Faced with the complex and more specialized conditions of border threats and political, social, cultural, and economic conditions in Papua, the Dual leadership strategies mentioned above are very significant to be applied to achieve security and improve the welfare of the people in Papua (den Boer et al., 2024). The security of Papua's land, sea and air borders is crucial to safeguarding Indonesia's independence, especially as the region shares borders with many countries. Indonesia can prevent illegal cross-border activities such as arms

trafficking, smuggling, and the movement of armed groups that could threaten local stability by implementing strict surveillance along land borders, such as on the Papua New Guinea border. Equipped with advanced surveillance technology, regular patrols and cooperation with local communities, border posts will narrow the space for illegal activities and improve security responses to threats. Conversely, close land surveillance also helps prevent the illegal exploitation of Papua's forests, which can damage the environment as well as serve as a source of illegal income for criminal groups. Risks across trade, which includes about 40% of its trade routes through Indonesia, consist of increased cases of illegal goods smuggling, human trafficking, fish theft, and a number of other cases occurring in Indonesian territorial waters (Rahman et al., 2021). Due to Papua's strategic location close to the Pacific Ocean, sea and air border surveillance is also important. To ensure that foreign vessels do not violate borders or fish illegally in Indonesian waters, marine security can be achieved through Navy patrols and cooperation with the Marine Security Agency. Air surveillance, which includes routine air patrols and radar, allows TNI to identify and respond to any violations by aircraft or suspicious activity in the airspace. Stricter surveillance at sea and in the air not only protects natural resources, but is also an important step towards maintaining stability in eastern Indonesia, ensuring that Indonesia's borders are secure from outside threats, and affirming Indonesia's independence (Sari et al., 2022). Indonesia's national stability can be greatly affected by improved security at Papua's land, sea and air borders. Border security prevents cross-border threats such as drug trafficking, fuel smuggling and piracy in the territorial waters. Strengthening guard posts and patrols on the land border can help reduce the risk of conflict with groups that may have separatist agendas or illegal economic interests. On the other hand, in the sea area, regular patrols conducted by the Navy and Bakamla make it possible to detect foreign vessels entering Indonesian waters illegally, including unauthorized fishing and other activities that violate sovereignty. Radar surveillance and Air Force patrols in the air can prevent territorial violations by foreign aircraft.

The grand theory used by researchers is collective theory (Benmira & Agboola, 2021). Collective theory was developed by sociologists Emile Durkheim on social solidarity and Talcott Parsons in social systems. Collective theory emphasizes how important it is to work together with others to achieve common goals. If applied to Papuan border leadership, it can help strengthen coordination between the TNI, the National Border Management Agency (BNPP), and local communities in the face of threats from within and outside the country. Collective theory developed by sociologists Emile Durkheim on social solidarity and Talcott Parsons is very much in line with the Prabowo Subianto government's *Asta Cita* vision to achieve 8 percent economic growth (Alfada, 2019). Collective theory underscores how important social networks, trust, and norms of reciprocity are to building a cooperative and productive society. High social capital increases trust between individuals, communities, and governments, enhancing collaboration in various sectors, including the economy (Shteynberg et al., 2023). The theoretical purpose of the research is to formulate and develop the effectiveness of the dual leadership strategy model collaborated with Collective Theory in improving the security of land and sea boundaries, air between Indonesia and other countries while the practical purpose of the research is to be able to apply the dual leadership strategy model collaborated with Collective Theory can be implemented in improving the security of land and sea boundaries between Indonesia and other countries so that it can be useful for improving the welfare of the Papuan people and at the same time can contribute to the interests of defense, security and sovereignty of the unitary Republic of Indonesia.

2. Methods

The research method in this essay uses a literature study combined with a qualitative approach, focusing on collecting descriptive data from the behavior, written, and spoken words of individuals in accordance with the qualitative methodology of Guest et al. (2020). The literature study was conducted to explore leadership theories and concepts in the

context of border security in Papua. The literature reviewed included journal articles, books, government policy reports, and publications from research institutions relevant to this issue. The literature search used keywords such as “border leadership,” “Papua,” and “local wisdom” to ensure the relevance of the findings to the research objectives. This step aims to build a theoretical framework on adaptive and local wisdom-based leadership strategies.

In addition to the literature review, this research also involved a qualitative field approach with the main informant, Faonaso Harefa, a researcher who has long experience in Papua from 2013 to 2018. The key informant's in-depth understanding of the security condition of the Papua-Indonesia border is the basis for understanding the challenges and weaknesses of security in the region. The sample was selected purposively with snowball sampling, starting with key figures such as Danrem 172/Praja Wira Yakthi of Kodam XVII/Cenderawasih, Chief of Staff of Kodim 0701/Jayapura, Head of the National Border Management Agency (BNPP) Jayapura, and the village head of Skouw, Muara Tami, Jayapura. These figures were selected based on their knowledge and direct involvement in border security issues with Papua New Guinea (PNG). This approach ensures valid and contextualized data collection.

The data collection technique used was triangulation through participant observation, in-depth interviews, and documentation studies, which allowed for richer and more in-depth data. Data analysis followed the Miles and Huberman method, starting with data reduction to filter out relevant information, followed by data presentation in matrix or table form to facilitate interpretation. Next, the data was verified through interpretation to draw credible and contextualized conclusions. This approach enables a thorough understanding of how adaptive and collaborative leadership strategies can be applied in border security in Papua. The brainstorming of this research can be seen in figure 1.

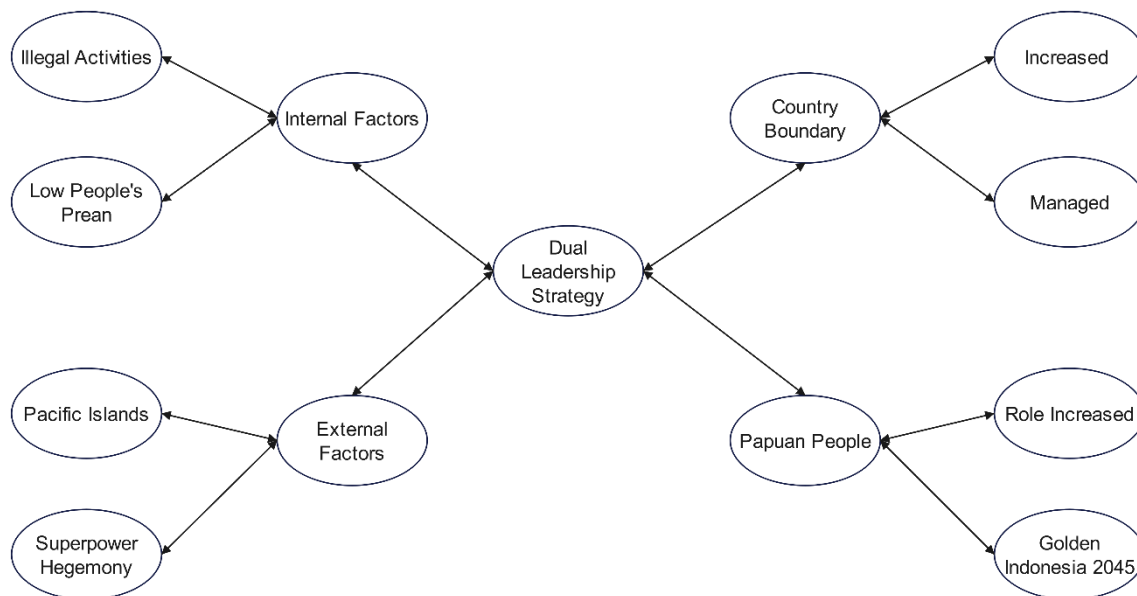


Fig. 1. Brainstorming

3. Results and Discussion

This research uses a qualitative approach with the main instruments being in-depth interviews and data triangulation to gain a comprehensive understanding. Faonaso Harefa, as the researcher and main informant, has more than five years of experience serving in Papua, which gives him a deep understanding of the security dynamics in the region. Data collection also involved interviews with key figures directly involved in border security, such as Danrem 172/Praja Wira Yakthi, the Chief of Staff of Kodim 1701/Jayapura, the

police, and the Head of the National Border Management Agency. Each of these informants was selected based on their involvement in Papua-Indonesia border security management and policy. The in-depth interview approach allowed researchers to explore not only factual information but also the informants' direct experiences in the field.

In addition to interviews, this study also used a triangulation technique that involved analyzing relevant documents to validate and enrich the data obtained. This triangulation, as described by Aspers & Corte (2019), aims to ensure data consistency by comparing information from different sources and viewpoints. This method helps in understanding the role of flexible and collaborative leadership strategies in dealing with security threats on the Papua border. In addition, document analysis provides a more detailed picture of the policies and protocols implemented by various agencies in border security management. With this approach, the research hopes to make an important contribution to the literature on local wisdom-based security strategies in the context of leadership and defense.

3.1 Prominent events that often occur in the border region

Relocation of state boundary markers (Alfada, 2019), if the state boundary markers in the Papua border region are shifted by some unscrupulous neighboring countries, this is a major problem that is often detrimental to Indonesia. As physical boundaries play an important role in asserting a country's sovereignty over the territory, these shifts can result in territorial claims and tensions between countries. The unauthorized removal of these stakes not only results in a legal reduction of Indonesia's territory, but can also endanger border communities that depend on clear boundaries for security and access to public services. The issue can also disrupt diplomatic relations between Indonesia and neighboring countries. To address this issue, Indonesia should open communication with its neighbors to stop such activities so as to ensure that any changes in the position of the stakes are not repeated. To streamline surveillance, the Indonesian government can certainly increase security through the installation of surveillance technology such as drones or GPS to monitor the location of the stakes and prevent illegal removal. Such methods are crucial to maintaining territorial integrity and keeping Indonesia's borders secure and respected (Rachmawati & Dewi, 2021).

One of the major problems for Indonesian security is the traditional or illegal roads used by armed criminal groups (KKB) to move in and out of Papua to Papua New Guinea (Lele, 2023). These roads generally traverse dense forests and inaccessible terrain, making surveillance by security forces difficult. These roads are difficult to monitor effectively due to the hilly terrain, dense forests and lack of surveillance infrastructure at the border. In addition, the open border area and lack of sophisticated infrastructure provide opportunities for KKB to move freely into PNG, where they can hide and take refuge. In the future, it is hoped that the development of the economic sector and infrastructure at the border, as well as the empowerment of local communities, will reduce illegal acts and improve security at the Papua-PNG border. (Pattiselanno & Krockenberger, 2021)

In addition, utilizing the long natural border and lack of surveillance, cannabis from PNG is often smuggled through hard-to-reach land routes and traditional roads (Brokowski C, 2019). These smuggling networks take advantage of poorly patrolled border areas, and they often work with locals who know the area which allows cannabis to enter Papua, especially Jayapura and then spread to other cities in Papua. It is hoped that a reduction in the amount of cannabis smuggling entering through Jayapura can be achieved through the implementation of surveillance technology, tightening of checkpoints at cross-border roads, and socialization to border communities (Fitzgerald et al., 2014).

This smuggling often uses unmonitored overland roads, which are used by armed criminal groups (KKB) to enter Indonesian territory in various ways. They often work with local networks that have access to information and logistics (Mackay et al., 2020) In addition, they utilize hard-to-reach environments, such as dense forests and remote areas, to avoid detection by law enforcement. It is expected that security at the Papua border will

increase and avoid the threat of smuggling weapons and munitions that could trigger the development of separatist actions in Papua (Pan et al., 2021). Furthermore, the smuggling of weapons and munitions from Papua New Guinea (PNG) and the Philippines to Papua through the Maluku Sea is a major threat to the security of the Indonesian state. Armed criminal groups (KKB) and international networks involved in illegal activities often utilize sea roads. It is suspected that smugglers deliberately contribute to the persistence of conflict in Papua and take advantage of the complex geographical conditions and difficult-to-police waters to get weapons into Indonesian territory (Ozkan, 2016). These smuggling activities are often carried out using small boats or fishing boats that operate at night, making it difficult for security forces to locate them. Arms smuggling can be effectively carried out with the support of local networks, increasing the ability of the KKB to commit acts of violence and destabilize the region. In the absence of these measures, the smuggling of firearms and munitions will continue to be a major problem for Papua's security and stability, which could impact on Indonesia's overall security (Pion-Berlin, 2017).

Due to the long geographical distance and different prices of goods, the illegal trade of basic necessities from Jayapura to Papua New Guinea (PNG) via the traditional Road is a widespread phenomenon. Traders often use this route to make more money by selling goods such as food, clothing, and other consumer goods at prices that are cheaper in Papua but more expensive in PNG. High demand in PNG and a lack of border surveillance cause this to happen (Busilacchi et al., 2018). It is hoped that increased government surveillance and law enforcement against illegal trade will reduce this problem. Creating a more regulated and secure trading system also requires strengthening infrastructure, (Rehak, 2020). Illegal trade in Wildlife such as Birds of Paradise from Papua occurs due to unregulated trade (Boehmer et al., 2021). Furthermore, The collection of pig-nosed turtles for trade is currently the most significant threat to most species in Asia with twenty-six seizures reported from 2013 to 2020, twenty-six of which occurred in Indonesia. Furthermore, goods such as food, clothing and daily necessities are more expensive in PNG, but traders can get them cheaper in Jayapura (van Uhm & Siegel, 2016). In addition to generating profits for traders, this illegal trade poses problems for the Indonesian government, such as possible tax losses and economic losses for local businesses that operate legally. In addition, smuggling of goods can lead to vulnerable relations between Indonesia and PNG (Phelps et al., 2016).

Illegal Fishing in Papua Waters (Chapsos & Hamilton, 2019). Illegal fishing in Papuan waters is a major problem. Abundant marine resources attract illegal fishers, who often come from other countries and take advantage of the lack of surveillance in the waters. This activity not only harms the local economy, but also threatens the sustainability of marine resources that are vital to Papuan communities (Cabral et al., 2018). To preserve Papua's marine resources and ensure that local communities benefit from them, sustained efforts are needed in collaboration with relevant ministries/agencies (Sari et al., 2022). Furthermore, the use of fish bombs and fishing gear, which are often used by fishermen to obtain large catches, damages marine ecosystems in Papuan waters. The use of fish bombs kills fish and destroys coral reef habitats, home to many species of fish (Edyvane & Penny, 2017). In addition, destructive fishing gear, such as heavy equipment and gill nets, can damage coral reefs and their surrounding environment, destroying structures essential for marine life. This irresponsible fishing threatens the sustainability of marine resources and may reduce future catches. To address this issue, the Indonesian government has been working to improve surveillance and enforcement against illegal fishing activities. Strategies to protect Papua's marine ecosystems include working with local communities and awareness campaigns to encourage sustainable fishing methods so that Papua's waters are improved and managed sustainably through a comprehensive approach (Okafor-Yarwood, 2019).

Illegal logging greatly jeopardizes border security, especially in areas rich in natural resources and adjacent to other countries because this activity is often carried out by unscrupulous communities and illegal companies. Illegal logging at the border has an

impact on environmental damage and threatens the status of Papua's forests as the lungs of the world, lowers public trust in the Government and reduces the contribution to border security. Furthermore, it will threaten many species of biodiversity including rare and endangered species, increased erosion and landslides, increased release of CO₂ carbon dioxide and greenhouse gases, human rights violations, contempt for the basic needs of local communities and their cultures corruption, crime, coercion, and money laundering, decreased tax royalties, reduced legal activities due to unfair agreements (Reboredo, 2013). Of course, Illegal logging activities have implications for how Dual leadership is applied in this case to combat illegal logging that impacts border security (Bösch, 2021).

For years, artisanal gold mining in Nabire Regency Papua has been carried out in an unorganized manner, which has caused damage to the environment and the safety of surrounding communities. The Nabire government's failure to regulate everything, starting with the licensing of miners, led to environmental damage (Jened & Indahsari, 2018). Illegal artisanal small-scale gold mining (ASGM) that has been happening in Mount Botak, Buru Regency, Province of Maluku, Indonesia. This research suggests that POLRI, in addition to carrying out its official duties in enforcing the law against ASGM and maintaining security and order, also act as a pressure group to encourage central and local governments to promote social order and achieve social and ecological justice for the community (Lumowa et al., 2022). Indonesia has a long history of gold mining, and the country contributes to global gold production. This includes large companies and small-scale mining groups, as well as individuals and companies involved in the industry. Currently, there are more than 2000 gold mining sites in Indonesia. Illegal agricultural small-scale gold mining (ASGM) is present in 30 provinces in Indonesia, including Papua. More than two million people have gained employment and profits from it. However, it also adversely affects the environment, public health, and safety of miners. As a result, people living around mining sites experience socio-economic impacts. It is possible that ASGM operations could be managed more intelligently (Meutia et al., 2022). Prominent events in the Papua Border region of Indonesia with neighboring countries, especially PNG, include the transfer of pegs, KKB/Separatist entry and exit routes. Marijuana smuggling routes, illegal goods smuggling routes, illegal fishing, wildlife trafficking, and weapons smuggling routes for KKB/Separatists.

3.2 Efforts that have been made so far

The TNI Border Security Task Force (Satgas Pantas) has an important role in maintaining Indonesia's sovereignty and territorial integrity, especially in the Papua border area. One of the main tasks of Satgas Pantas is to conduct routine patrols of the state border patrols (Adar BakhshBaloch, 2017). These patrols are conducted to ensure that the boundary markers, which serve as the demarcation line between Indonesia and neighboring countries, remain well-maintained and to prevent shifting or violation of the boundary markers. Satgas Pantas is equipped with well-trained personnel and a variety of equipment supporting operations in the field to accomplish this task. Depending on the conditions developing in the field, routine patrols may be conducted periodically or irregularly. Communication and coordination with local authorities and communities are also important (Arifin et al., 2024).

An important step to maintain state security and prevent conflict escalation is the arrest of Armed Criminal Groups (KKB) entering and exiting through Papua's land borders. To conduct infiltration and exfiltration from Papua New Guinea and other regions, KKB often take advantage of geographical conditions and border roads that are difficult to reach. The TNI's Border Security Task Force (Satgas Pantas) conducts these arrests together with police and intelligence officers to improve operations (Fujikawa, 2017). The capture operation utilized various techniques, such as reconnaissance, regular patrols, and intelligence. To locate KKB at the border, modern technologies such as drones and satellite-based monitoring systems are not yet owned by TNI, Polri and BNPP (Tay et al., 2015). Furthermore, people are involved in buying and selling illegal marijuana in Papua because

of the negative effects caused by the circulation of marijuana. This illegal cannabis trade is usually carried out in remote places, such as border roads, where there is insufficient surveillance allowing the perpetrators to work easily. The police and the National Narcotics Agency (BNN) took legal action against these perpetrators through planned and intelligence-based operations. Not only is the purpose of these arrests to stop the circulation of marijuana, but also to punish the perpetrators and the community. In addition, these actions support the government's efforts to create a drug-free and safe environment (Tay et al., 2015). Efforts that have been made in Border Area Security include patrols, law enforcement against criminals but this has not been a solution.

3.3 Influential factors

Papua as the lungs of the world (Urban, 2022) in terms of border security control, the length and breadth of Papua's borders is a major security issue. Papua has a land border with Papua New Guinea of about 820 km, crossing remote and hard-to-reach areas. Dense forests, mountains and rivers dominate the Papua region, making it extremely difficult to access. These difficult geographical conditions allow for the smuggling of various illegal goods, such as firearms, drugs and more, without being detected by the government (Dwyer & Minnegal, 2023). Due to the limited number of security personnel and inadequate infrastructure, surveillance of the territory is problematic. Since many locations on the border cannot be reached by vehicles, surveillance operations must be conducted on foot or using suitable vehicles. The situation is made worse as these limitations allow criminal groups to take advantage of gaps in surveillance. To address this issue, operational capabilities and logistical support for TNI officers should be improved including training, provision of monitoring tools, and establishment of integrated and strategically located surveillance posts. The involvement of local communities is crucial to provide information and assist with surveillance, which enables effective cooperation in maintaining border security (Science, 2020).

There are many interplaying factors as to why communities in Papua's border areas remain less engaged in security policing. Low socio-economic conditions are an important component. Many people in border areas live in poverty and lack access to schools and jobs, which leads them to concentrate on daily needs rather than security issues. In such a situation, one of the most significant barriers is the lack of knowledge about their function and role in keeping the region safe. In addition, a major obstacle is the lack of community empowerment. Often, programs intended to assist local communities do not reach their areas or do not address their specific needs. As a result, communities feel they have no authority or responsibility to oversee security, and they are not involved in decision-making regarding policies that directly affect their lives. Distrust of security forces also hinders community involvement in border surveillance as they are perceived as unresponsive or uncaring to the problems faced by residents.

Armed criminal groups (KKB)/separatists in Papua frequently carry out provocations and attacks that disrupt security, especially in areas bordering Papua New Guinea. In addition to threatening stability in the region, these actions escalate conflict between the Indonesian government and groups supporting Papuan independence. Often, KKBs are driven by claims of Papuan independence and political interests behind their actions to attack security forces and state infrastructure (Homerang et al., 2024). KKB/separatists operate by saying they are fighting for the rights of the Papuan people. To gain local support, they capitalize on Papuan social and economic issues such as poverty and injustice. Several times, the KKB carried out armed attacks to demonstrate their strength and push their cause in the eyes of the world. Propaganda emphasizing that armed struggle is necessary to gain Papuan independence is often accompanied by acts of violence, which adds to the difficulty in resolving the conflict (Dinnen, 2022). KKB/Separatist attacks target civilians and security forces as well. Locals are terrified and their daily lives are disrupted by these incidents. In addition, KKB attacks on the border can trigger a stronger military response from the TNI, which in turn can worsen the security situation and trigger a spiral of violence that is

difficult to stop.(Himawan et al., 2022). To create a sustainable and comprehensive solution to address this issue is essential. To ease tensions, an approach that involves discussions with Papuans, the creation of appropriate development programs, and actions to improve community welfare will be essential. Community involvement in development and decision-making processes can decrease their dependence on armed groups and promote stability in the region.

Various factors influence the complexity of threats at the Papuan border. One is political support and sympathy from Pacific countries such as the Solomon States, New Zealand, Vanuatu, Tuvalu, Nauru and the Marshall Islands. These countries have cultural and historical links with Papua, and some have publicly opposed separatism in the country. Political statements in favor of human rights and self-determination for the Papuan people often constitute this support, potentially escalating conflict between the Indonesian government and separatist groups. For example, the Solomon countries and Vanuatu have spoken out in support of Papua's struggle for independence, highlighting the injustices and human rights violations experienced by Papuans (Webb & Webb-Gannon, 2016). To give Papuans the perception that they have strong international support. This can encourage separatists to do more. In this situation, support from these countries is not just symbolic; it also provides legitimacy for separatism in Papua, which can complicate the conflict and worsen border security. New Zealand and Nauru are also helping Papua morally through multilateral diplomacy and international forums. New Zealand, for example, has raised questions about the state of affairs in Papua in international forums such as the United Nations, prompting talks on human rights and Papuan political conditions. This gesture suggests greater attention to the issue of separatism in Papua and encourages the Indonesian government to reconsider its relationship with the region. This could increase tensions between Indonesia and other countries as the Papuan issue is very important to them. The involvement of countries in the Pacific region in the Papua issue shows that support for separatist movements can make the conflict worse. Smaller countries such as Tuvalu and the Marshall Islands remain instrumental in giving voice to the problems faced by the Papuan people (Wangge & Lawson, 2023).

While the United States has large military bases in Guam and Darwin in Northern Australia, China is expanding its influence by building economic and security ties with countries in the Pacific Islands. China's Pacific Island countries (PIC) engagement is primarily motivated by geopolitical calculations. China's increasing presence in the Pacific Islands does help China create spheres of influence, but those geopolitical dynamics are characterized not only by China's response to perceived restraints imposed by the US and its allies in the region, but also by China's willingness to engage with PICs on its own terms. China is further strengthening its strategic partnership with PICs with a strategy of "non-intervention" and meeting PICs' demands for political independence and self-determination (Lei & Sui, 2022). Therefore, of course, the title of other countries' military bases outside their countries has given rise to an antibase movement that has collectively developed into an important actor in international geopolitics and has its influence around the world. In particular, such movements have disrupted routine military operations and changed the location of US bases around the world (Vine, 2019). Australia has military bases along its northern coast, as part of Australia's current nature-based coastal defense strategy (Morris et al., 2019). Factors affecting border security are KKB/Separatist Provocations, Provocations of Pacific Island Countries, Limited facilities and Infrastructure for Security Apparatus, the breadth and length of the Papua border area which is the responsibility of the security apparatus and the lack of role of local communities and the indirect influence of the title of the United States military base, China's presence in the Pacific Islands (PIC) and the strengthening of Australian military bases along the north coast of Australia.

3.4 Implementation of dual leadership and collective theory as a solution

Enhancing the Role of the People at the Border (Nook et al., 2018). Empowering local communities to become active partners in border security through socialization of Border

security awareness. First, the community must be trained on how to detect threats and the reporting system if they find suspicious actions and report them to the authorities. Second, improving local economic standards through local wisdom-based development programs to reduce dependence on foreign resources and increase people's loyalty to the government. Third, cultural approaches can help communities participate in activities that increase nationalism and reduce the influence and provocation of KKB/Separatist groups (Dawson et al., 2021).

Economic development in the Papua border region is a strategic effort to improve the welfare of local communities and strengthen state sovereignty through more independent resource management (Song et al., 2017). The government's goal is to develop the agricultural sector in the border areas by sending transmigrants to Papua (Maffini & González, 2023). Papuans are expected to gain new skills and knowledge as a result of the transmigration program, especially in terms of efficient and sustainable land management. In addition to increasing local agricultural output, the program also aims to create new jobs and strengthen the economy in the border region. In the long run, these actions can reduce Papua's dependence on imported food and help the country's food security (Pawlewicz et al., 2020). In addition, the government intends to improve agricultural land management to enhance Indonesia's overall food security, with a focus on making Papua a national food barn. Papua has vast and productive agricultural land that can produce large quantities of agricultural products for domestic needs and support economic resilience in the border region if properly utilized (Capello et al., 2018). In order for agricultural products to be evenly distributed across the region, agricultural infrastructure such as irrigation and transportation access must be improved. Agriculture-centered economic development in Papua's border regions will have a direct impact on local communities. This will increase the sense of nationhood and bonding with NKRI in the face of external threats and difficulties (Egger et al., 2022).

Improved modern technology security infrastructure (Tirlea et al., n.d.). To improve surveillance in Papua's vast and geographically challenging border region, an upgrade to modern security infrastructure is required. Technologies such as thermal cameras, surveillance drones and radar monitoring systems are excellent for keeping tabs on activities in remote, hard-to-reach places. These technologies allow law enforcement to respond quickly to threats or intrusions. In addition, satellite-based communication systems improve coordination between border posts, making surveillance across border areas more effective. To improve the operational readiness of security personnel, the modernization of security infrastructure also includes the construction of supporting facilities such as guard posts, adequate logistical support, and integrated command centers (Soomro et al., 2016). An integrated security system supported by information technology facilitates decision-making, helps real-time situation analysis, and brings together data from various sources. Papua's border security becomes more efficient and effective with modern technology while reducing the possibility of external threats that could destabilize the country's security (Michalec et al., 2022).

Empowerment of Fishermen in Papua Based on Local Wisdom. To preserve the marine ecosystem and improve the health of coastal communities in Papua, empowering fishermen is an important step. In this situation, the application of contemporary technology in fishing methods becomes very important. Fishermen can maximize their catch without damaging the marine ecosystem by using environmentally friendly fishing gear and information technology, such as weather and fish location monitoring applications. For example, GPS and sonar technology can be used to determine the most productive locations to fish, reducing the amount of time and effort required, and minimizing the impact on marine habitats (Sari et al., 2022). Fishermen should be trained and subsequently supervised on sustainable fishing practices. Being educated about the importance of preserving marine resources and about non-destructive fishing techniques, such as selective fishing techniques, can increase their awareness of the impact their actions have on the environment. In addition, these empowerment programs can collaborate with non-governmental organizations (NGOs) that focus on environmental conservation, so that

fishers have better access to resources and information. The involvement of NGOs in training programs can provide a more holistic approach, integrating social, economic and environmental aspects in fishermen empowerment activities. In addition, local governments can help provide infrastructure and facilities that support fishers' businesses, such as good harbors and fish storage, by providing better access (Barclay et al., 2019). Empowering fishermen in Papua can generate sustainable benefits with a technology-based and environmentally-conscious approach. This will help reduce damage to marine ecosystems and ensure that natural resources can be enjoyed by future generations. If the government, communities and non-governmental organizations work together to improve the capabilities of fishers in an environmentally friendly way, it will have a positive impact on the social and economic sustainability of Papua (Phelps et al., 2016). To improve Border security, it is important to carry out Infrastructure Development and exploration in the Papua Land and Sea Border areas in stages and continuously as well as increasing the facilities and infrastructure needed by the security forces according to the state's financial conditions and as an implementation of Dual Leadership (Flexible and adaptive).

4. Conclusions

The research shows that leadership strategies in dealing with border threats in Papua can be significantly improved by applying dual leadership styles and collective theory. The dual leadership style, which includes flexible and adaptive leadership approaches, proved effective in dealing with complex conditions in the border region. The use of collective theory in leadership strategies also enhances border security. The collective approach allows the Musawarah Pimpinan Daerah (Muspida) element as a representation of the central government in cooperation with stakeholders and local communities to be more effective and efficient in the decision-making process. This method not only makes people more aware of security issues, but encourages people to work together to implement policies and preventive measures. Border security can be maintained more sustainably and according to local needs by encouraging public participation.

Overall, leadership strategies that focus on cross-party cooperation in managing threats at the Papua border are strengthened by a combination of multiple leadership styles and collective theory. This strategy not only strengthens leaders' ability to deal with threats but also improves the performance of border surveillance. The involvement of local communities in surveillance also contributes to the establishment of a more integrated security system that is able to adapt to conditions on the ground. Therefore, this research emphasizes the importance of adaptive and cooperative leadership styles in the border context.

To improve security and surveillance at the border of Papua and Indonesia, breakthroughs are needed through the development of border areas that prioritize local wisdom and community cooperation. Developing agricultural land and infrastructure along the Papua-PNG land border by considering local cultural potential and values is a strategic step. This agricultural development based on local wisdom not only helps communities meet their needs, but also increases their presence and participation in guarding the border. In addition, the development of road infrastructure and public facilities in border areas will facilitate border monitoring and accelerate access and mobilization.

To improve this border security, the Border Security Task Force (Satgas Pamantas) must have high-tech facilities and infrastructure such as digital surveillance systems, advanced communication tools, and adequate patrol vehicles. This method includes local communities in the security strategy, which is a real implementation of the idea of dual leadership and collective theory. This leadership method allows Satgas Pamantas and the surrounding community to work well together to maintain border sovereignty. This synergy improves surveillance performance and results in a border security system that is flexible, responsive and open to meet local needs and challenges.

It is recommended that the Regional Leadership Conference (Muspida) in the Papua region encourage efforts to improve security at the border by prioritizing the use of a flexible and adaptive dual leadership approach based on Papuan local wisdom. By improving communication and cooperation between the security apparatus and local communities, Musida is expected to take coordinated and targeted actions for the realization of agricultural land and infrastructure development so as to open up economic opportunities in line with the Asta Cita (Eight basic principles or goals that serve as guidelines or goals for the state) of the Red and White Cabinet, namely strengthening Ideology, Defense and Independence, Employment and Entrepreneurship, Human Resources Development, Downstream and Industrialization, Village Development and Economic Equality, Political, Legal and Bureaucratic Reforms and Harmony with the Environment towards Golden Indonesia 2045.

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