

Indonesian Journal of Counter Terrorism and National Security
Vol. 4 Issue 2 (2025) 309–332
DOI: <https://doi.org/10.15294/ijctns.v4i2.37534>
Available online since: September 29, 2022

Indonesian Journal of
**Counter Terrorism
& National Security**
<https://journal.unnes.ac.id/journals/counterterrorism/index>

Government Strategy in Handling the Siabu Air Weapon Range (AWR) Conflict in Kampar Regency, Riau Province to Support National Security

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Abstract

This study discusses the dynamics of conflict related to the Siabu Air Weapon Range (AWR) in Kampar Regency, Riau Province, involving the Indonesian Air Force's Roesmin Nurjadin Air Base and the communities surrounding the area. The conflict arose due to the use of the AWR land as an Indonesian Air Force

shooting range, which borders directly on palm oil plantations owned by the community, thus posing a potential threat to national security. The purpose of this study is to analyze the role and strategies of the Kampar Regency Government in resolving the dispute over the use of the Siabu AWR land as part of efforts to support national security. The research used a qualitative approach through interviews, field observations, and document reviews. The findings show that stronger involvement from the local government is needed through the formulation of regional regulations governing the Siabu AWR training area, strengthening interagency coordination through an Interagency Working Group, and establishing vertical institutions in the region to support defense outreach activities. This study recommends the implementation of an Interagency Working Group-based National Security Strategy to produce more proportional and effective policy synergies between institutions, utilizing a customary-based approach to strengthen national security in a sustainable manner.

Keywords

National Security; Interagency Working Group; Conflict Resolution; AWR Siabu.

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Submitted: 26/07/2023 Revised: 29/08/2023; 11/09/2023 Accepted: 17/09/2023

I. Introduction

National security is a fundamental element in maintaining the stability and survival of a country. The concept of national security can be understood as both the condition and function of the state in creating a comprehensive sense of security for society. Security is not only defined as the absence of threats, but also includes the creation of comfort, peace, and order as part of basic human needs in addition to welfare¹. In the context of national defense, the fulfillment of the need for security is carried out through the development of a defense system, one of which is realized in the provision of military training facilities.

¹ Darmono, "Konsep Dan Sistem Keamanan Nasional Indonesia."

The Indonesian Air Force (TNI AU), as the frontline of air defense, requires adequate training facilities to improve the professionalism of its combat units. The Siabu Air Weapon Range (AWR), located in Padang Mutung Village, Kampar Regency, Riau Province, is one of the strategic facilities that has long served as an air-to-ground firing range. Since the 20th century, this area has been used by Air Squadron 12, starting with A-4 Skyhawk aircraft to the Hawk 109/209 aircraft used today². The area is located approximately 40 km southwest of Pekanbaru City and has become a key training location that plays a vital role in the development of professional fighter pilots for the Indonesian Air Force.

AWR Siabu is not only used for routine training by Air Squadron 12, but also serves as the location for various large-scale exercises, such as the Jalak Sakti, Angkasa Yudha, and joint multinational exercises such as Elang Malindo, Elang Indopura, and Elang Thainesia³. This facility is equipped with two bomb ranges, a tactical firing range, and a control tower operated by a Range Safety Officer (RSO) who is responsible for safety during training. The existence of AWR Siabu is very strategic considering that Riau Province is the only region in Sumatra that has a Combat Air Squadron. Given Sumatra's geographical position, which borders Malaysia, Singapore, Thailand, and India, and is close to the Malacca Strait as an international trade route, the presence of an effective air force is essential for maintaining national security⁴.

However, economic development, particularly in the palm oil plantation sector in Riau, has given rise to new problems in the form of land conflicts around the Siabu AWR. The expansion of palm oil plantations into the training area poses a safety risk, especially since the AWR is actively used for bomb and rocket firing exercises. From the outset, the Indonesian Air Force has received support from the Environment and Forestry Agency (DLHK) to manage the Siabu forest as a training area. However, claims of ownership have emerged from

² Hadiyanto and Sulistiyono, "National Interests Are above International Affairs: Indonesian-Israeli Intelligence Operations on the Purchase of A-4 Skyhawks, 1978-1982."

³ Indonesia National Army, "8 Mk-82 Bombardir Awrsiabu."

⁴ Sari et al., "Indonesian Geostrategy On International Maritime Transportation In The Malacca Strait."

communities who hold certificates of sale and purchase for land that is still within the AWR area, giving rise to land conflicts that have led to litigation⁵

The dispute began with a lawsuit filed by the community against the Indonesian Air Force, which claimed part of the AWR land⁶. At the first level, the Pekanbaru District Court granted the community's lawsuit. However, on appeal, the decision was overturned. At the cassation level, the Supreme Court rejected the community's lawsuit and recognized the use of the land by the Roesmin Nurjadin Air Force Base as legitimate⁷. This conflict shows that land issues cannot be separated from the dynamics of interests between the state, the community, and economic actors⁸.

Various efforts to resolve conflicts have been made, one of which is through mediation as an alternative to non-litigation conflict resolution as stipulated in Law Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution. Mediation is seen as a method of problem solving that aims to reach a peaceful agreement without harming either party⁹. However, mediation efforts that have been facilitated have not been successful in reaching a compromise, mainly because each party has a strong basis for their claims. According to Brigadier General M. Syech Ismed, the cause of the AWR Siabu conflict was the indigenous community's claim to provincial government land that was loaned to the Indonesian Air Force for shooting practice, giving rise to a multidimensional conflict¹⁰.

The AWR Siabu conflict also illustrates the problems in implementing the Basic Agrarian Law (UUPA) No. 5 of 1960. Philosophically, the UUPA was drafted based on Article 33 paragraph (3) of the 1945 Constitution with the aim

⁵ Harahap, "LEGAL PROTECTION FOR LAND OWNERS WHO HAVE A LAND OWNERSHIP CERTIFICATE."

⁶ Oktania et al., "Analisis Spasial Konflik Lahan Perkebunan Kelapa Sawit Di Kecamatan Tapung Hulu Kabupaten Kampar."

⁷ Hanum and Zaman, "Existence of Human Rights Protection in Land and Mining Conflicts: Evidence from Indonesia."

⁸ Octaleny et al., "Mediation of Land Disputes in South Sumatera Province."

⁹ Gussevi et al., "The Urgency of Mediation in Resolving Divorce Disputes at the Religious Court of Purwakarta: Efforts to Increase the Effectiveness of Case Resolution and Minimize Social Impact."

¹⁰ Gussevi et al., "The Urgency of Mediation in Resolving Divorce Disputes at the Religious Court of Purwakarta: Efforts to Increase the Effectiveness of Case Resolution and Minimize Social Impact"; Sango et al., "The Integration of Javanese Immigrants with Malayan Society in Riau Province: Peace and Cultural Values."

of providing legal certainty regarding land rights for the greatest prosperity of the people. However, various agrarian cases, including the conflict in Siabu, show that the implementation of the UUPA has not been effective in providing legal certainty¹¹. The issue of overlapping land management and certification rights demonstrates the weak coordination between the central and regional governments in agrarian management.

Local governments play an important role in land affairs, as stipulated in Law No. 23 of 2014 on Regional Government. However, the high number of agrarian conflicts in Indonesia, including in Riau, which is the province with the largest oil palm plantations in Indonesia Based on information from the Central Statistics Agency and the Farmers Association in 2023¹², shows that the implementation of this authority has not been optimal. Agrarian conflicts essentially occur when there is a clash of interests over the same object, namely land. According to Friedrich Glasl's conflict escalation theory, conflicts can develop in certain stages to reach higher levels of intensity if not handled with the right strategy¹³.

The AWR Siabu land conflict reflects the importance of the government's role in developing conflict resolution strategies that involve various parties through an interagency approach. The Interagency Working Group is a strategic mechanism for formulating cross-agency policies that can accommodate the interests of defense, the community, agrarian law, and local government in a proportional manner. Based on the complexity of the issue, this study focuses on the Government's Strategy in Handling the Siabu Air Weapon Range (AWR) Conflict in Kampar Regency, Riau Province, to Support National Security.

Furthermore, this study fills an important gap in the literature on national security governance in Indonesia, which has tended to examine defense facilities and agrarian disputes as separate domains. By positioning the Siabu AWR conflict at the intersection of territorial defense, agrarian justice, and decentralized governance, this research offers an integrated analytical lens that is rarely applied in previous studies. The urgency of this topic is reinforced by the

¹¹ Leon et al., "Konflik Agraria Dan Ketimpangan Struktur Kepemilikan Tanah: Studi Kasus Perkebunan Sawit Di Kalimantan Tengah."

¹² Hai Sawit, "Media Online Dan Pusat Informasi Terkini Tentang Industri Kelapa Sawit."

¹³ Jordan, *Glasl's Nine-Stage Model Of Conflict Escalation*.

fact that strategic defense installations across Indonesia increasingly share boundaries with productive economic land, making the Siabu case representative of a broader national challenge rather than an isolated local dispute.

II. Method

This study uses a qualitative method with a descriptive approach to analyze the Government's Strategy in Handling the Siabu Air Weapon Range (AWR) Conflict in Kampar Regency, Riau Province. The research was conducted in the Siabu AWR area and at relevant agencies in Pekanbaru, Kampar, and Jakarta, including the Kampar Regency Government, the Roesmin Nurjadin Air Force Base, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, security forces, and local traditional leaders. Data was collected through in-depth interviews, field observations, and documentation in the form of official archives, official reports, and policy documents to obtain a comprehensive picture of the dynamics of the conflict. Informants were selected using purposive sampling based on their direct involvement in the conflict management process.

Data analysis was conducted following the Miles, Huberman, and Saldaña model, which includes data condensation, data presentation, and conclusion drawing and verification. Topic analysis was conducted using conflict theory, public policy theory, and legal principles of land and territory related to the management and use of military areas. Data validity was examined through source and technique triangulation, persistent observation, and research process audits to ensure the reliability and objectivity of the findings. The limitations of this study lie in the restricted access to certain institutional documents and the sensitivity of strategic defense issues, which prevented informants from fully disclosing some information.

To strengthen the credibility of the analysis, the researchers also applied member checking, in which preliminary interpretations were returned to selected informants for confirmation and clarification. This step reduced the risk of researcher bias and ensured that the meanings attributed to the conflict dynamics reflected the actual understanding of the actors involved. In addition, secondary data drawn from court decisions, spatial maps, and inter-agency agreements were

used to corroborate the primary findings, thereby producing a more robust and defensible account of the government strategy under examination.

III. Result & Discussion

Kampar Regency is one of 12 regencies/cities in Riau Province. Kampar Regency has an area of approximately 1,128,928 hectares, located between 01°00'40" north latitude to 00°27'00" south latitude and 100°28'30" - 101°14'30" east longitude. Kampar is very strategic because it neighbors West Sumatra Province and is crossed by the Riau-West Sumatra route. The cultural wealth of Kampar Regency cannot be separated from the influence of the neighboring cultures located around it. This cultural influence has gradually entered a process of assimilation, and as a result, Kampar is also rich in diverse and unique cultures.

The Siabu Air Weapon Range (AWR) is located in Padang Mutung Village, Kampar District. Padang Mutung Village is part of the Rumbio region, which is a tribal community in Kampar Regency. The AWS was established based on the close relationship between the Indonesian National Armed Forces (TNI) and the people, as a form of bilateral cooperation between Indonesia and Singapore, as a form of territorial development (Hamkamrata), and as a facility to support its main tasks. The Kampar Regency Government in Riau Province plays an active role in handling land conflicts, particularly in the Siabu area. They conduct outreach and appeal to the community to avoid conflicts related to land used by the Indonesian Air Force, particularly the shooting range.

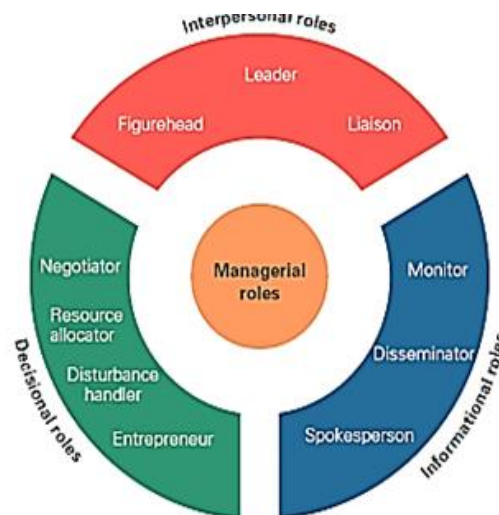
The Kampar Regency Kesbangpol plays a role in conflict mediation, involving the local government in Forkopimda meetings, and ensuring the dissemination of transparent information. The local government also identifies and evaluates the impact of conflicts, with a focus on maintaining unity and cooperation between various related parties. Preventive measures and the empowerment of conflict management teams are also an important part of the efforts of the Kampar Regency Government.

A. The Role of the Kampar District Government in Handling Land Conflicts

Data interpretation shows that local governments, through structures such as the Regional Representative Council (DPRD), National Land Agency (BPN), National Unity and Politics Agency (Kesbangpol), sub-districts, and village officials, face major challenges in handling land use conflicts in the Siabu AWR. The main problems include unclear land boundaries, weak technical regulations, inaccurate land data, and limited response from land officials. This situation has caused conflicts to not only be prolonged, but also to spread due to the high dependence of the community on land as an economic resource.

The results of the study show that agrarian conflicts in Siabu, Riau, are a multidimensional phenomenon involving the interests of the state, the community, customary institutions, and government actors at various levels. The local government has a strategic role because, in accordance with the mandate of Law Number 23 of 2014, land affairs are the mandatory authority of the region. In this context, the local government is not only tasked with managing land administration but also with maintaining the social function of land, coordinating conflict resolution, and ensuring a balance between national security interests and community welfare.

In interpreting the role of local government in preventing land use conflicts in Siabu, researchers will also involve the concept of national security. The interpretation of the role of government will use Mintzberg's organizational roles. Mintzberg categorizes 10 types of leadership roles into three divisions. Depending on the level and function of management, the same leader can carry out different tasks and responsibilities at different periods and levels (Pardeep, 2015), as shown in the following chart:



Gambar 3.1 Ten Managerial Roles by Mintzberg. Source: Mintzberg (1973)¹⁴

1. Interpersonal Roles

In their roles as figureheads, the Kampar Regency DPRD, traditional leaders, and the Siabu Village Head demonstrated their concern for the conflict by emphasizing fair and family-oriented resolutions. The DPRD encouraged the establishment of a special institution for agrarian conflict resolution at the provincial level, while the Kampar Traditional Institution sought to ensure that the conflict resolution did not eliminate the rights of the community, without neglecting the function of AWR Siabu as a military training area. Village and traditional leaders also play a role in maintaining social harmony through a dialogical and collaborative approach with the Indonesian Air Force.

In their roles as leaders, the DPRD, BPN, Polres, and TNI leaders demonstrate leadership capacities that can influence the direction of conflict resolution. The BPN emphasizes the root causes of land issues, the Polres conducts vulnerability mapping and law enforcement, while the Dansathanlan and Village Head strive to maintain social stability while encouraging compromise between the community and the Indonesian Air Force. Meanwhile,

¹⁴ Mintzberg, H. (1973). *The Nature of Managerial Work*. Harper & Row.

the role as a liaison is evident through the mediation activities of the Kesbangpol, DPRD dialogues, and the role of the Village Head as a bridge between the community and the military..

2. Informational Roles

In their role as monitors, various agencies monitor the dynamics of the conflict. The National Land Agency (BPN) observes the root causes through regulatory studies, the DLHK observes land use changes, while RSN Air Base intelligence conducts early detection of potential conflicts in the training area. The Regional Representative Council (DPRD) also monitors the effectiveness of the legal process and assesses the need for new institutional innovations.

As disseminators, local governments and security agencies provide the community with an understanding of the status of AWR land, the potential dangers of combat training, and the resolution measures that are being pursued. This transparency is expected to minimize misunderstandings. The Indonesian Air Force, DLHK, Kesbangpol, and DPRD actively disseminate information to improve the public's agricultural literacy. The role of spokespersons is evident when TNI unit leaders, DPRD, and Kesbangpol convey the conflict situation, emphasize the urgency of national security, and explain relevant land policies to the public and regional leaders.

3. Decisional Roles

In its role as entrepreneur, the Regional Representative Council initiated the idea of establishing a special institution for agrarian conflicts in Riau as an innovation to improve the effectiveness of resolution. The DLHK highlighted the need for a change in the role of leaders in addressing land use change. Meanwhile, the BPN and TNI AU faced challenges due to regulatory and resource constraints, making resource allocation an important issue in their role as resource allocators.

In their role as negotiators, the Regional Government Agency for Politics, Law, and Order (Kesbangpol) and the Regional Police (Polres) actively mediate

conflicts between the community and the military, while the DPRD and Customary Institutions play a role in promoting fair agreements through deliberation. Negotiations are also conducted at the military level through dialogue between the Dansathanlan, Danwing 6, and community leaders to find win-win solutions for land use.

Through this interpretation, it can be understood that the agrarian conflict in Siabu involves complex dynamics between the interests of the community, the government, and military institutions. Effective resolution requires inter-agency coordination, transparency, and open dialogue with the local community. The importance of the role of local government in the agrarian sector lies in its efforts to maintain a balance between land use for public interests and individual or community interests. In addition, local governments are expected to create policies that support land use for security activities, agricultural sector development, including the fulfillment of community rights related to their land.

These findings reaffirm that the effectiveness of local government intervention depends not only on the availability of formal authority but also on the political will to exercise it consistently. In the Siabu case, the coexistence of a legitimate defense function and a community livelihood that relies on plantation activity produces a structural tension that cannot be resolved through administrative measures alone. A sustainable solution therefore requires the institutionalization of dialogue, the clarification of physical boundaries, and the alignment of central and regional interests within a single coordinated framework that treats security and welfare as mutually reinforcing rather than competing objectives.

B. Analysis of Local Government Strategies in Handling Land Use Conflicts in Siabu, Riau to Support National Security

The strategies of local government and security institutions in handling the Siabu AWR conflict can be analyzed using the Ends–Ways–Means framework. In terms of Ends, the main objective is to achieve a resolution to the conflict that guarantees national security, maintains social stability, and protects the rights of the community¹⁵. This objective includes the use of land for military training without sacrificing the welfare of local residents.

In terms of Means, the strategy is supported by human resources (the Indonesian National Armed Forces, the local police, local government officials), regulatory instruments (the National Land Agency, the Forestry Law, the PPKH), and social support from traditional leaders and the community. However, findings show that weaknesses in bureaucratic resources and incomplete regulations are major obstacles.

In terms of methods, various approaches are used, such as mediation, dialogue, intensive socialization, securing training areas, and mapping conflict vulnerabilities by officials. Local governments implement inter-agency coordination, early warning systems, and community involvement in decision-making processes. However, the effectiveness of these strategies is greatly influenced by dynamics on the ground, requiring policy adaptation in the event of community resistance or budget constraints.

It is also important to note that the strategies observed in Siabu carry lessons that extend beyond the immediate case. Comparable tensions between defense installations and expanding agricultural or residential land can be found in several other provinces, where rapid economic development gradually encroaches upon areas reserved for strategic purposes. The experience of Kampar

¹⁵ Meiser, “Ends+Ways+Means=(Bad) Strategy.”

Regency demonstrates that a purely legalistic response, focused only on court decisions and certificates, tends to prolong rather than resolve such disputes. Instead, a combination of customary deliberation, transparent public communication, and firm but proportional law enforcement offers a more durable pathway. In this sense, the Siabu experience can serve as a reference model for designing responsive and context-sensitive conflict-handling mechanisms in other strategic defense areas throughout the country.

C. The Role of the Kampar Regency Government in Handling the AWR Siabu Conflict in Riau to Support National Security

This research discussion shows that the results indicate that the Kampar Regency Government plays a strategic role in managing conflicts over the use of the Siabu Air Weapon Range (AWR), which is an Indonesian Air Force combat training area. This role is in line with the authority of the local government as mandated in Presidential Decree No. 34 of 2003 and the Regional Government Law, in which land services, including the settlement of customary land disputes, are the responsibility of the regency/city government.

Field findings indicate that the implementation of these authorities has not been optimal. Land grabbing, the conversion of training areas into palm oil plantations, and unclear boundaries are evidence that local governments have not maximized their coordination, supervision, and rapid response functions in relation to conflict dynamics. This situation is even more evident in the latest Siabu AWR map, which shows that the training area has been converted into community plantations. Although two large companies, PT RAPP and PT PSPI, have signed a consensus on land use for defense purposes, the reality on the ground shows the dominance of oil palm plantations, which are not considered forest plants. This spatial visualization reinforces the finding that weak local government supervision and coordination has opened up space for overlapping

land claims. This condition is clearly illustrated on the Siabu AWR map, which shows unclear boundaries, overlapping land use, and the conversion of training areas into community plantations.

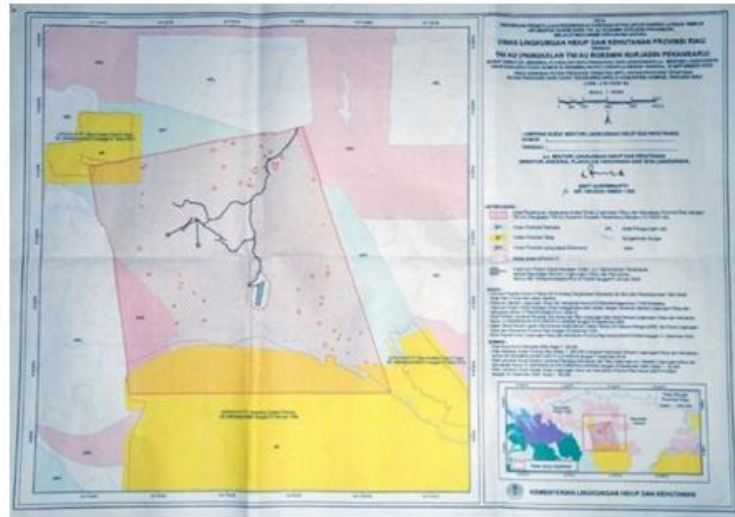


Figure 3.2 Map of the 2021 Siabu AWR Agreement

The presentation of the AWR Siabu area map is an important element in clarifying the dynamics of the conflict. The map shows administrative boundaries and military training areas that have not had clear physical markers, thus becoming one of the main triggers for overlapping land use claims. Through map visualization, it can be seen that there has been a significant conversion of AWR land into community plantations, which reinforces the research findings that unclear boundaries and weak field supervision contribute directly to the spread of conflict. The map also illustrates the proximity of residential areas to training areas, adding to the urgency for local governments to organize space and reinforce land policies in order to maintain safety and national security interests. Thus, the inclusion of maps not only facilitates understanding of the conflict area, but also supports scientific interpretation of the root causes of the problem and the need for a more comprehensive handling strategy. The 10 positions are influenced by personal and situational factors (Mintzberg, 1973). The role

played by the Kampar Local Government in Preventing Land Conflicts is as follows:

1. Interpersonal Role

Interpersonal roles are evident through the figurative, leadership, and liaison functions performed by the regent, the Regional People's Representative Council, the National Unity and Politics Agency, village officials, indigenous communities, and defense officials. At this level, regional leaders serve as symbols, mediators, and bridges of communication between the community, the Indonesian Air Force, companies, and government agencies. However, there are still limitations to their effectiveness because most of their roles are responsive rather than preventive.

2. Informational Role

The local government and related institutions carry out monitoring, information dissemination, and spokesperson functions. Kesbangpol actively conducts outreach and explains the status of AWR land, while the DPRD and BPN identify various root causes such as incomplete regulations, inaccurate land data, and slow bureaucratic response. However, the information provided has not been fully able to reduce public misunderstanding regarding land boundaries and status.

3. The Role of Decision Making

In this category, local governments appear to be attempting mediation, compromise, and inter-agency coordination. Forkopimda, Polres, and DLHK carry out conflict mitigation through dialogue and security approaches. However, local governments' capacity to make firm policies and allocate adequate resources has not been consistent. The dominance of individual conflicts and unilateral claims indicates that local government decisions and policies have not been able to address the root causes of the problem structurally. Then, in connecting all the roles played by the local government in preventing

land conflicts with Mintzberg's 10 role theories, the following hierarchical diagram will be visualized:

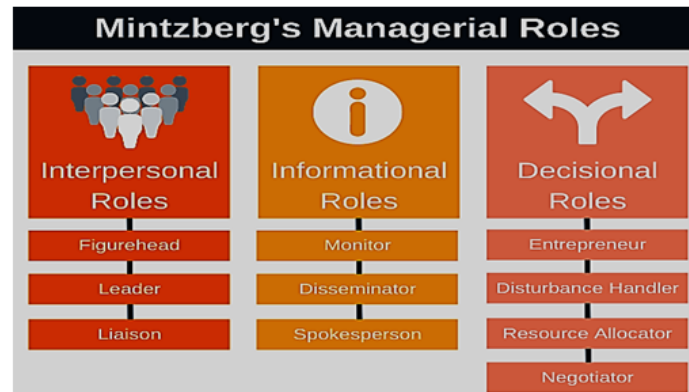


Figure 3.3 Mintzberg Managerial Role

Sumber: Mintzberg (1973)¹⁶

The main obstacle in handling the AWR Siabu land use conflict shows that there's a significant governance gap in land management in Kampar District. The lack of interaction between local government agencies, exacerbated by high turnover among officials and unstable policy direction, has resulted in weak program continuity and delayed responses to conflict escalation, despite the authority to resolve disputes being confirmed through Presidential Decree No. 34 of 2003. The inactivity of the Riau Province Environment and Forestry Agency, which did not take substantive steps due to the absence of official reports from the district government, reflects the low level of horizontal coordination among agencies with environmental and forestry mandates.

In addition, the lack of effective coordination mechanisms between conflicting parties, including the community, the Indonesian Air Force, companies, and customary institutions, shows that the local government has not functioned as the leading sector in agrarian conflict management. As a result, conflict resolution tends to depend on intervention from the central government, while local efforts fail to produce solutions that are fair, inclusive,

¹⁶ Mintzberg, H. (1973). *The Nature of Managerial Work*. Harper & Row.

and supportive of national security stability. This situation underscores the need for land governance reform at the local level, including capacity building for institutions, strengthening cross-sector coordination, and rapid response mechanisms based on local autonomy¹⁷.

The Kampar Regency Government's strategy in handling the Siabu AWR land use conflict focuses on efforts to build harmony between national defense interests and the socio-economic needs of the local community. Through Regent Decree No. 300–215/I/2023, the local government formed an Integrated Social Conflict Management Team (FORKOPIMDA) with the aim of strengthening inter-agency coordination, encouraging more constructive communication between the Indonesian Air Force, the community, and traditional institutions, and formulating structural and direct conflict prevention measures. This approach emphasizes the importance of shared perceptions and ongoing dialogue as the basis for achieving a win-win solution, namely a resolution that supports the function of AWR as a defense asset while accommodating the welfare of the community that depends on the land.

In analyzing the effectiveness of this strategy, this study uses Arthur Lykke's National Security Strategy framework (Lykke, 1989), which views strategy as a balanced relationship between ends, ways, and means or resources. This framework allows for a systematic evaluation of the extent to which the Kampar District Government's efforts have fulfilled the strategic elements necessary to prevent conflict escalation in the Siabu AWR area.

¹⁷ Mutawalli Mukhlis et al., "Examining the Implementation of Participatory Village Autonomy: Models of Community Engagement and Application in Strengthening Inclusive Governance in Indonesia."

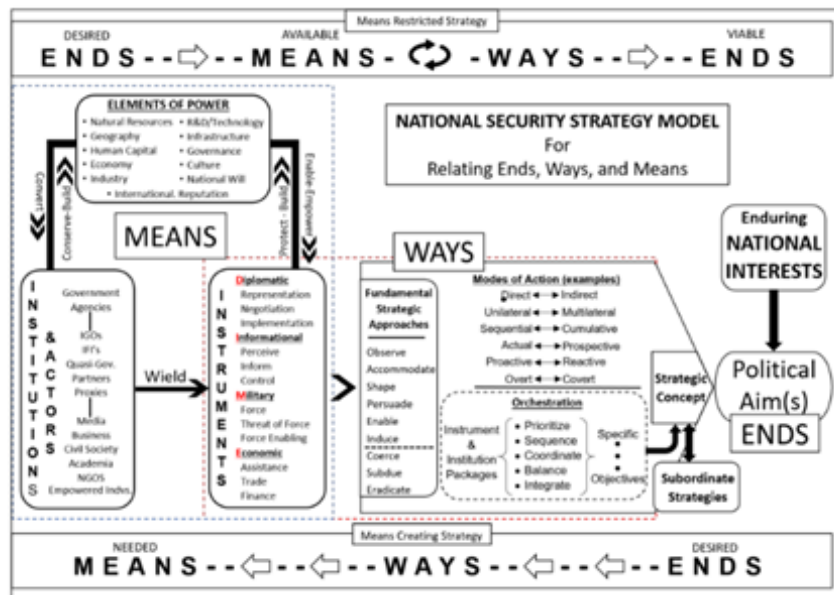


Figure 3.4 National Security Strategy Model for Connecting Goals, Means, and Resources

However, the effectiveness of this strategy still faces significant structural obstacles, particularly the absence of formal coordination mechanisms between local governments and the Ministry of Defense or vertical defense agencies in the regions. The position of local governments, which are administratively under the Ministry of Home Affairs, creates an institutional gap in the synchronization of defense policies and the resolution of strategic agrarian conflicts. This study, using Arthur Lykke's national security strategy model, shows that although local governments have formulated objectives (ends) in the form of security stability and community peace, achieving these objectives requires strengthening instruments (means) in the form of institutional capacity and cross-sectoral support, as well as more systematic ways of acting (ways) in integrating central and regional interests. Thus, local government strategies still need refinement to ensure effective conflict management and support sustainable national security.

D. Description of the Ends, Means, and Ways Strategy in Handling Land Use Conflicts in Siabu

The application of the Ends-Means-Ways national security strategy model in handling land use conflicts in Siabu shows that the desired ends include the realization of sustainable conflict resolution, the guarantee of the strategic function of AWR Siabu as an Air Force training facility, and the fulfillment of the interests of local communities whose livelihoods depend on plantation activities. These objectives emphasize the importance of security stability, protection of territorial sovereignty, and the continuity of community welfare as part of the national interest.

In order to support these objectives, the local government and the Indonesian Air Force rely on various means, namely elements of strength that include the natural resources and geography of the Siabu region, the capacity of government human resources, land regulation instruments, and institutional support from various agencies such as ATR/BPN, DLHK, Kesbangpol, the police, and traditional institutions. In addition, diplomatic, information, military, and economic (DIME) instruments are important tools in managing conflict dynamics. However, the effectiveness of these tools is not yet optimal due to limited land certification budgets, low administrative capacity at the sub-district level, unclear physical boundaries of AWR, and the economic conditions of the community, which are vulnerable to manipulation by certain individuals(Andorno, 2016).

The ways or methods used combine dialogue, traditional mediation, inter-agency coordination, security patrols, information dissemination, and other non-confrontational strategies. Although these various measures have been implemented, their execution is still hampered by weak political commitment on the part of local governments (national will) and the lack of an integrated long-term strategy. Therefore, the alignment between Ends, Means, and Ways still

needs to be strengthened through a more accommodative and collaborative approach, especially one that integrates national security aspects with the needs of local communities so that conflicts can be handled in a more comprehensive and sustainable manner.

IV. Conclusion

This study shows that the Kampar Regency Government plays a central role as a mediator in handling the AWR Siabu land conflict, by connecting the interests of indigenous peoples, the Indonesian Air Force, and related agencies through a dialogical approach and intensive negotiations. The roles of the Regent, the Regional Representative Council, the Political, Legal and Security Affairs Agency, the Police, the National Land Agency, and the sub-district government appear to complement each other in creating a constructive space for communication and encouraging a fair resolution. Diplomatic efforts, a familial approach, and social change management strategies contribute to reducing conflict escalation and maintaining a balance between national security interests and community welfare. This emphasizes the importance of the role of local government as a bridge that is able to accommodate the interests of various parties without neglecting the rights of indigenous peoples.

The government's strategy in managing the AWR Siabu land conflict is oriented towards achieving sustainable solutions through inter-agency coordination, utilization of elements of power, and application of adaptive national security principles. Synergy through Forkopimda has proven to strengthen conflict management and maintain a conducive situation through non-violent approaches and proportional law enforcement. However, the potential for conflict may still arise if community activities approach the AWR training area, requiring policy consistency, regulatory strengthening, public information transparency, and joint oversight mechanisms. The findings of this

study can be applied in the formulation of more responsive cross-sectoral policies and serve as a basis for enhancing inter-agency collaboration in handling strategic resource conflicts in other regions.

Finally, this study underlines that conflict resolution in strategic defense areas should be understood as a continuous process rather than a single event. The relative stability achieved in Siabu remains fragile and depends on sustained commitment from all stakeholders. Future policy should therefore prioritize the establishment of a permanent inter-agency working group, the enactment of regional regulations that explicitly govern the training area, and periodic evaluation of the boundary and land-use situation. Through such institutional continuity, the government can transform a reactive conflict-handling posture into a proactive and preventive national security strategy that safeguards both territorial integrity and community welfare.

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Acknowledgment

The author would like to express his deepest gratitude to all those who have supported this research. Special thanks go to the editorial board and reviewers of the Indonesian Journal of Counter Terrorism And National Security for their valuable suggestions and constructive feedback in improving this manuscript.

Funding Information

None

Conflicting Interest Statement

There is no conflict of interest in the publication of this article.

Publishing Ethical and Originality Statement

All authors declared that this work is original and has never been published in any form and in any media, nor is it under consideration for publication in any journal, and all sources cited in this work refer to the basic standards of scientific citation.