

Institutionalized Association of Southeast Asian Nations-Our Eyes Cooperation at the Ministry of Defense of the Republic of Indonesia Within the Framework of Defense Diplomacy

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Abstract: Institutional which is made into the rule of game and organization, has a very important and decisive role in making arrangements in allocating resources efficiently, equitably and sustainably. The dimension aspect of organizational structure has three sub-dimensions namely complexity, formalization, and centralization. This research uses explanative qualitative methods. Data collection was obtained through secondary sources and analyzed by means of data comparison, verification, and drawing conclusions. The ASEAN Our Eyes organization as an institution in the Ministry of Defense of the Republic of Indonesia which has begun its formation but is still looking for a format that can run effectively and efficiently carry out its mission in order to safeguard Indonesia's national interests in the operationalization of bilateral and multilateral cooperation within the framework of defense diplomacy. Efforts to institutionalize ASEAN Our Eyes in the dimensions of a modern organizational structure, through a review of several sub-dimensions, are based on short-term needs. The discussion in this study will provide an overview of the design of the Indonesian Ministry of Defense's ASEAN Our Eyes institutional model, which is effective in achieving national interests in all future forms of defense cooperation.

Keywords: ASEAN Our Eyes, Defense Diplomacy, Information Exchange, Institutions, Organization.

A. Introduction

The era of globalization is an era of uncertainty in the midst of a world situation that is experiencing VUCA (Volatile, Uncertain, Complexity, and Ambiguous) where there is no absolute or certain power pole, the occurrence of single and asymmetrical forces, will cause very high uncertainty in the life of international relations, defense diplomacy, including defense cooperation which really needs to be managed with the institutional management of an organization. Nowadays, VUCA has developed again into BANI, which is an acronym for Brittle which means easily broken, Anxiety is a state of worry, N is Non-linear or not straight, and I is Incomprehensible or difficult

to understand. The current condition is described as an uncertain situation due to the Covid-19 virus which has clearly changed various patterns of life.

Based on Indonesia's Vision 2045, in the field of Foreign Politics that Indonesia is expected to consistently carry out its free and active foreign policy to promote a just world order, towards a developed and independent country and to become one of the dominant or most influential countries in the region. In the context of implementing the map of the direction of the World Maritime Axis and creating a regional order, including maintaining and maintaining ASEAN centrality, it is hoped that this will also become the direction of foreign policy in the future (Bappenas, 2019).

The ASEAN Our Eyes (AOE) cooperation is a transformation of the Our Eyes Initiative (OEI) activities which began with the meeting of the three Ministers of Defense in Bali in August 2016, namely between the Minister of Defense of Indonesia, the Minister of Defense of Malaysia and the Minister of Defense of the Philippines, in order to respond the escalation of threats in the region associated with piracy, piracy and hostage-taking around the Sulu Sea, which is currently developing towards radicalism and terrorism. At that time the three Ministers of Defense agreed to start trilateral cooperation or the Trilateral Cooperative Arrangement (TCA) by signing a Joint Statement. Then when the Trilateral Maritime Patrol (TMP) was inaugurated in Tarakan in 2017 and the Trilateral Air Patrol (TAP) in Subang Malaysia, observers from Singapore, Thailand, and Brunei Darussalam. The three Ministers of Defense agreed on cooperation between the Armed Forces and related agencies to implement TCA including cooperation on Maritime Patrol Immediate Assistance, Trilateral Air Patrol, and information exchange. To support operations in the field so that it can be achieved optimally, accurate information is needed. Therefore, the Minister of Defense of Indonesia at that time initiated cooperation in the exchange of strategic information, and in this case the Our Eyes Initiative (Estiyovionita & Sitamala, 2022).

The concept of the Our Eyes cooperation initiated by the Minister of Defense of the Republic of Indonesia has been unanimously supported by the 5 countries through the signing of the Our Eyes Joint Statement proposal. Our Eyes cooperation was formed in the framework of tackling terrorism and radicalism in the region. The Our Eyes information exchange mechanism will use the existing ASEAN Defense Ministers' communication device, namely the ASEAN Direct Communication Infrastructure (ADI) (Ditjen Strahan Kemhan, 2017).

Then regarding the organizational structure of Our Eyes at the Ministry of Defense of the Republic of Indonesia, given that this organization is under the Ministry of Defense of the Republic of Indonesia, the Minister of Defense as the highest responsible person is assisted by four Task Forces, namely the Liaison Officer for the Minister of Defense, the "ICT" Section and Computer Operators, Analysts, and Officers Intelligence Liaison of Ministries and Institutions. It is hoped that this simple structure will show that Our Eyes is a highly efficient and collaborative organization (Ditjen Strahan Kemhan, 2017).

Institutionally, the ASEAN Our Eyes cooperation already has an overview of the structure and organization, but has not been formally established, because it is a

relatively new and ineffective organization that requires institutional arrangements and improvements so that it can carry out activities in a structured and programmed manner. Institutional which is made into the rule of game and organization, has a very important and decisive role in making arrangements in using/allocating resources efficiently, equitably, and sustainably.

The institutional problems of ASEAN Our Eyes at the Ministry of Defense of the Republic of Indonesia are suspected to be caused by the ineffectiveness of existing institutions in carrying out their duties and functions to support defense cooperation activities within the framework of defense diplomacy in achieving national interests, which are caused by several sub-problems including lack of software, lack of capacity and ability Human Resources (HR), lack of institutional capacity, and lack of coordination between stakeholders. Responding to the problems that exist in institutions, studies are needed in an effort to institutionalize ASEAN Our Eyes at the Ministry of Defense of the Republic of Indonesia to support defense cooperation within the framework of defense diplomacy so that targets are achieved in effective ASEAN Our Eyes defense cooperation activities. Provide background of the study in easy words. In this section author should discuss the research problem in very clear words. Also discuss the motivation of the study.

B. Literature Review

International Relations Theory

Relations between nations will always be characterized by cooperation or competition. Where in establishing this relationship, each nation will try and try to achieve and secure its national interests by optimally using and empowering all instruments of national power. As according to Morgenthau, international politics is a struggle to gain and optimize power. Political power in relations between nations is a relationship that is psychological in nature between a party that uses or exercises a force and a party that is the target of using force or a party that is exercised by that power (Hans Morgenthau, 1973). It should be underlined that political power is an instrument (means) to achieve the goals (ends) determined by a nation.

Diplomacy Theory

Diplomacy deals with various aspects that are so broad, both in terms of methods, policies, professions, institutions, and individuals/people. Diplomacy universally refers to the arts and techniques and methods of struggle or negotiation in order to achieve the national interests of certain countries, and practices undertaken to maintain the achievement of these interests, in addition to promoting good relations and cooperation with other countries, referring to the steps taken can be taken (Mauna, 2001).

Diplomacy can be said to be "politics of international relations" which has developed from time to time as a way to respond to the harshness of the world. In the context of a competitive state system, it means that in order to survive, all countries

compete with each other, claim their national interests, and try to dominate the others. The race between nations to pursue goals continues. In fact, it is not uncommon for countries to have multiple objectives, thereby opening up the possibility of disputes requiring diplomatic resolution. The role of diplomacy is to resolve conflicts and uphold national interests through effective discussion, and it is generally recognized that one of the main roles of diplomacy is negotiation (Roy, 1995).

Defense Diplomacy Theory

Defense diplomacy is all activities and activities carried out by military forces under the control of the Ministry of Defense to distance/repel hostile actions by other parties, build and maintain mutual trust and participate in building a democratically accountable Armed Forces, where its contribution increases significantly in efforts to war/conflict prevention and resolution. According to Andrew Cottey and Anthony Forster, political scientists from England that defense diplomacy is "The use of Defense Diplomacy as a tool for strategic engagement involves a number of conditional dilemmas. First, to the extent that defense diplomacy involves making defense policies and activities more transparent, how far should this be dependent on reciprocity? and how far should defense diplomacy cooperation be conditional on partners' domestic behaviour with regard to human rights and democracy?" (Cottey & Forster, 2010). Meanwhile Chang stated that studies related to defense diplomacy lean towards defense diplomacy activities in building trust or the role of good military-to-military relations in helping to alleviate political problems between countries in the region.

"Studies of defense diplomacy are therefore often skewed towards the positive end of the equation, such as how defense diplomacy activities are confidence-building measures or how good military-to-military ties help smooth over any political hiccups. Media statements and reports are also upbeat, commonly with keywords such as "fostering trust", "building interoperability", or "information sharing"" (Chang, 2016).

Manowong stated that with defense diplomacy, ASEAN will seek to maintain close cooperation through existing international and regional organizations. "In addition, by means of defense diplomacy, ASEAN countries seek to maintain close and beneficial cooperation with existing international and regional organizations and states with similar aims and purposes, and explore all avenues for closer cooperation among themselves" (Manowong, 2017).

Defense diplomacy is an element of national diplomacy in the field of defense which can take the form of international cooperation related to building mutual trust and understanding, increasing joint capacity, and participation in achieving world peace in line with government policies. Defense diplomacy as part or element of free and proactive foreign policy is carried out to build mutual trust based on the principle of reciprocity and mutual benefit. Defense diplomacy is carried out in the form of bilateral or multilateral cooperation (Permenhan Nomor 17 Tahun 2018 tentang Mekanisme Pelaksanaan Diplomasasi Pertahanan, 2018).

Institutional Theory

In terms of distributing resources efficiently, equitably, and sustainably, organizations and institutions play an important role as the rule of game. This then leads to decision-making in various operational areas, such as forecasting future forces, operational capabilities, operational doctrine, training, international equipment purchasing space, and supporting infrastructure (Manurung et al., 2022). Institution according to Sahyuti (2006) is a form of stabilizing behaviour that is formed in a group of people and takes place in a coherent and structured manner; serve the specific benefit of the community; useful for rationalizing social life and thrives in both traditional and contemporary social systems.

Meanwhile, other experts define "institution is the regulation of human behaviour, accepted by all members of society and regulates interactions in certain situations that are repeated", according to Schotter (1981). "Institution as a way of thinking, acting and distributing the results of work in a community" is as defined by Veblen (1899). Almost identical to Hamilton's (1932) definition, which defines institutions as valid and universal ways of thinking and acting that are rooted in the customs and culture of a particular society.

According to Koentjaraningrat (1997), institutions are defined as a system of activities based on human behaviour in their culture. Other components of an institution include systems of rules and procedures cultural ideals, human behaviour with cultural patterns of behaviour, and the physical apparatus of culture equipped with people with patterns.

Djogo (2003) defines institutions as patterns and arrangements of inter-community relations in an association with limiting and binding variables such as norms, formal and non-formal guidelines, and ultimate goals to achieve common goals.

In addition, institutions have ten important components including: contracts, markets, property rights, organizations, incentives, norms of behaviour, regulations, social rules, codes of conduct, and institutions. In contrast, institutions are defined by Ostrom (1990) as rules governing a society (arena) to determine who has the right to make decisions, actions that may or may not be performed, rules governing society as a whole, procedures to be followed, information to be or should not be given, and the rewards or rewards that individual receive for their actions. Institutions, in short, are the rules of the game that operate in the space of society.

According to Hanafie (2010), an institution is a body, organization, rules and norms - both formal and informal - which function as guidelines for regulating the behaviour of all members of society in their daily activities or towards a certain goal. Government institutions are often improved in order to become a support base that is appropriate and consistent with the needs of the people served by the development. There are two forms of institutions: primary institutions and secondary institutions. Basic and basic arrangements exist in primary institutions. Because they contain high social norms to regulate social relations, primary institutions primarily regulate social life. Government, wealth, industry, education, decency, law, religion, and the family

are the primary institutional components. Although the term "secondary institutions" implies that these social institutions are "secondary", some people do not attach much importance to them. Since secondary social institutions otherwise do not have a significant influence on social life, they must be managed in a compact manner by all social strata. Secondary institutions, on the other hand, are only considered as complementary or added value if they are implemented and produced. Convenience, self-esteem, and similar qualities are secondary institutional components. Secondary institutions, on the other hand, are only considered as complementary or added value if they are implemented and produced. Convenience, self-esteem, and similar qualities are secondary institutional components. Secondary institutions, on the other hand, are only considered as complementary or added value if they are implemented and produced. Convenience, self-esteem, and similar qualities are secondary institutional components.

To meet the demands of ongoing competition, Daymon and Immy (2008) define institutional theory as an organization implementing practices and structures that divert stakeholders from what is considered unacceptable by stakeholders. This gives the impression that certain practices are legal. This institutional hypothesis does not provide a comprehensive picture. The theory ignores the fact how businesses handle first impressions. The combination of hypotheses and institutional impressions, can provide insight into how associations ensure authenticity.

Anantanyu (2011) states that institutions are all ideal patterns in an organization and activities such as family life, religion, the state which are centred around basic needs including to get clothing, food, shelter, and comfort and protection. Fulfilling the needs of human members who are members is the purpose of an institution being formed, thus an institution is considered to have a special function. Institution is also a concept that is integrated with structure, meaning that it involves not only a model of activity from the social side of fulfilling human needs, but also an organizational model in its implementation.

Nugroho (2010), reveals that institutions are defined as norms, regulations, rules of the game, can also be prohibitions, contracts, or laws or policies in regulating and controlling human behaviour, including individually or in groups in a community organization. This definition implies two key elements in an institution: the rules of the game and the organization. So, it is difficult to separate the two components. Because, in fact, if the existing rules are ignored, the organization will not be able to achieve its goals.

B. Methods

In this study the literature review method was used, namely examining various sources related to research topics such as books, journals or certain journals. This approach was chosen to study various theories that serve as the basis for solving the problem under study. Researchers use a series of steps to collect data, such as searching for articles on topics of interest and sorting and grouping relevant articles. Researchers also group articles based on the year of publication and the last step is to

compare data or articles related to the topics that researchers discuss and talk about. Researchers collect data by searching journals, books or references in various print and digital sources.

C. Results and Discussion

Institutionalized ASEAN Our Eyes Cooperation in the Dimensions of Modern Government Organizational Structures

Provide The dimension aspect of organizational structure has three sub-dimensions namely complexity, formalization, and centralization. The ASEAN Our Eyes organization as an institution in the Ministry of Defense of the Republic of Indonesia which has begun its formation but is still looking for a format that can run effectively and efficiently carry out its mission in order to safeguard Indonesia's national interests in the operationalization of bilateral and multilateral cooperation within the framework of defense diplomacy. In terms of organizational structure as a modern government organization, the institutional model of ASEAN Our Eyes in the Ministry of Defense of the Republic of Indonesia needs to pay attention to the complexity, formalization, and centralization of the organization towards the goal of achieving ASEAN Our Eyes institutional management which makes defense cooperation effective. Where the concept of the three sub-dimensions is explained as follows.

Complexity subdimension

Complexity is measured by the degree of diversification of the workforce used. Government organizations often have a high level of complexity because of the variety of tasks and functions they carry out. The level of differentiation (allocation of roles) within an organization is referred to as complexity. Coordination, governance, and communication of units will be more successful with more complex organizations, allowing leaders to monitor the efficiency of each unit. There are three things that are meant by "differentiation" or "separation of obligations", namely horizontal differentiation, vertical differentiation, and spatial differentiation.

Horizontal differentiation related to the separation of tasks in the horizontal structure between organizational units due to differences in the placement of organizational units, tasks, functions, training, expertise, and others. In government organizations, horizontal differentiation grouped into: a. vision and mission of the central or regional government; b. scope of government affairs; c. scope of authority; and d. grouping of tasks.

Vertical differentiation, refers to the level of organizational hierarchy. Where the higher the level. the hierarchy of an organizational structure, the greater the complexity and the greater the potential for communication distortions at the top management level down to the lowest organizational unit. The important thing to note related to this difference is the scope of control, namely the number of organizational units that can be formed effectively. The more complex the task, the less control is

needed for supervision. This aspect of vertical differentiation must be taken into account when building government organizations.

Spatial differentiation is referring to the distribution of locations, geography, facilities, and organizational units. The farther the geographical location, facilities, and distribution of organizational units, the greater the complexity of the organization. Spatial differences are an important aspect for the implementation of the Indonesian government, specifically related to institutional arrangements in government agencies, because Indonesia's geographical location consists of several islands that are spread out.

It can be concluded that horizontal differentiation refers to the degree of horizontal separation among units based on the orientation of its members, the nature of the tasks they carry out, their level of education and training. Then vertical differentiation refers to the depth of the organizational hierarchy. Meanwhile, spatial differentiation refers to the degree to which the location of facilities and employees is spread geographically.

Based on short-term needs, where the first target of this forum is how strategic information exchange can take place with quality improvement in line with the intensity and period of implementation of strategic information exchange can run. So that the ASEAN Our Eyes institution at the Ministry of Defense of the Republic of Indonesia is expected to be designed not too fat and not too tall, but as effective and efficient as possible, where the sub-dimensions of horizontal diversification and vertical diversification are not that high. However, in the sub-dimensional spatial differentiation, ASEAN Our Eyes in the Ministry of Defense of the Republic of Indonesia is relatively very high, considering that it involves several stakeholders outside the Ministry of Defense of the Republic of Indonesia, including the National Counterterrorism Agency (BNPT), the Indonesian Maritime Security Agency (Bakamla), Sintel Forces, Sintel TNI Headquarters, and Bais TNI with a high geographical distribution.

It is important to measure the complexity of an organization because an organization consists of subsystems that require coordination, communication and control in order to function effectively, and the more complex an organization is, the greater the need for effective communication, coordination and control tools.

The implication for a top manager is that the higher the complexity, the higher/larger the amount of attention that must be given to managers to deal with problems of communication, coordination, and control.

Formalization Subdimension

The standardization of rules, procedures, teaching and communication is known as formalization. The complicated formalization is long. Organizations need formalization because standardization creates a consistent, cohesive product and reduces unnecessary errors. In the expansion process, formalization encourages cooperation between organizational units and departments in goods production or administration. Formalizing an organizational rebuild can be a solid plan with

standardized procedures, guidelines, and communications. For example, regulations related to institutions, state ministries are regulated in Law Number 39 of 2008 and Presidential Regulation Number 7 of 2015.

It can be concluded that formalization refers to the degree to which work within the organization is standardized.

Based on short-term needs, where the first target of this forum is how strategic information exchange can take place with quality improvement in line with the intensity and period of implementation of strategic information exchange can run. So that the ASEAN Our Eyes institution in the Ministry of Defense of the Republic of Indonesia is expected to be designed with moderate or not high formalization but not too low. As intensity and period progress, a large number of organizational rules and procedures can be further supplemented as needed.

The importance of measuring formalization, among other things, is that regulation of employee behavior will be obtained, standardization of behavior will reduce diversity, standardization will encourage coordination.

The implication for top managers is that the greater the formalization, the less discretion is required from office holders, where policies generally require costs.

Centralized sub dimensional

The extent to which senior management has decision-making authority in an organization is referred to as centralization. The degree of formal concentration of power can be understood as centralized. Organizational structures can be simplified and complexity reduced through centralization. The easier the authoritative construction, the more agile the development and progress. Meanwhile, centralization can slow down large organizations with complex structures. Decentralization, on the other hand, is the delegation of decision-making powers to lower organizational units that are close to the people. This is the opposite of centralization. Most of the specialization or specialty comes from decentralization.

It can be concluded that centralization refers to the degree to which decision making is concentrated at a single point within the organization.

Based on short-term needs, where the first target of this forum is how the exchange of strategic information can take place with quality improvement along with the intensity and period of implementation of the exchange of strategic information can run, but considering that activities involve counterparts in other countries, so the results have an impact on national interests and representing national flag, it is hoped that the ASEAN Our Eyes institution in the Ministry of Defense of the Republic of Indonesia will be designed with centralization, not decentralization.

The implication for a top manager is that centralization allows managers to make comprehensive decisions and achieve cost savings and more effective use of resources.

D. Conclusion

The Our Eyes Initiative cooperation which later transformed into ASEAN Our Eyes was formed in the context of tackling radicalism, extremism, terrorism and other

transnational crimes in the region. The Our Eyes information exchange mechanism will use the existing ASEAN Defense Ministers' communication device, namely the ASEAN Direct Communication Infrastructure (ADI). Where institutionally, the ASEAN Our Eyes cooperation in the Ministry of Defense of the Republic of Indonesia already has an overview of the structure and organization, but has not been officially established, because it is a relatively new and ineffective organization that requires institutional arrangement and improvement so that it can carry out activities in a structured and programmed manner. Institutional which is made into the rules of the game and organization.

Efforts to institutionalize ASEAN Our Eyes in the dimensions of a modern organizational structure, through a review of several sub-dimensions, are based on short-term needs, where the first target of this forum is how strategic information exchange can take place with quality improvement along with the intensity and implementation period of strategic information exchange can run. So that the ASEAN Our Eyes institution at the Ministry of Defense of the Republic of Indonesia is expected to be designed not too fat and not too high, even though the complexity is quite high in terms of spatial differentiation, then designed with moderate formalization, and designed with centralization, not decentralization. The hope is that as the intensity and period goes on, complexity can be handled properly, formalization can be arranged according to the needs and developments in the environment.

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