

CHAPTER 2

INSTITUTION GENERAL REVIEW

2.1 Ministry of Foreign Affairs of the Republic of Indonesia



Picture 2.1 Ministry of Foreign Affairs of the Republic of Indonesia

Ministry of Foreign Affairs of the Republic of Indonesia (MoFA), commonly referred to as the “Foreign Affairs Ministry” (Indonesian: *Kementerian Luar Negeri Republik Indonesia*), is a government ministry responsible for country’s foreign politics. The ministry was formerly known as the Department of Foreign Affairs (*Departement Luar Negeri Republik Indonesia*, better known as *Deplu*). The name change due to the new law about State Ministry of 2008 (UU 39/2018).

Ministry of Foreign Affairs is one of the ministries (along with Ministry of Defense and Ministry of Home Affairs) that is mention in the Constitution of Indonesia, so the president has no authority to dissolve this

ministry, compared to other ministries that are not mentioned in Constitution of Indonesia.

In the case that both of the president and the vice president can no longer serve at the same time, the line of succession falls to the Minister of Foreign Affairs, Minister of Home Affairs and Minister of Defense concurrently until the succeeding Presiden and Vice Presiden are elected by the People's Consultative Assembly within thirty days.

Since October 2014, Retno Marsudi has served as Foreign Minister, succeeding Marty Natalegawa.

2.1.1 History of Ministry of Foreign Affairs

MoFA's main diplomatic tasks:

1. Attracting sympathies and supports from international society, promoting solidarity among friends and partners of any fields and scopes, and gaining recognition of Indonesian independence by any means necessary
2. Conducting negotiations and agreements:
 - Linggarjati Agreement – recognition of the Republic of Indonesia's territory including Java and Madura
 - Renville Agreement 1948 – recognition of the Republic of Indonesia's territory including Java and Sumatra
 - Round Table Conference (KMB) Agreement 1949 – recognition of Indonesia as a federal state > In 1950 Indonesian diplomacy managed to reclaim the territorial

integrity of Republic of Indonesia by annulling the Round Table Conference (KMB) Agreement

The first five years of Indonesian Independence was a determining period in the struggle to preserve independence. This was undeniably part of history that defined the characteristics of Indonesia's foreign policy.

With the spirit of diplomatic struggle, Indonesia eventually gain supports from international society through the UN in 1950.

1966–1998:

MoFA's most prominent diplomatic tasks include:

Recognition of West Irian

1. Recognition of Indonesia as an island country following diplomatic struggle within the framework of UNCLOS (United Nation Convention on Law of the Sea)
2. Improving cooperation with ASEAN countries
3. Attaining international recognition of East Timor
4. Serving as the chairman of Non-Aligned Movement to fight for the interest of developing countries
5. Serving as the chairman of APEC and G-15
6. Increasing cooperation in development

1998–Present:

MoFA's main tasks are redirected to:

1. Preventing the country's potential disintegration
2. Contributing to the economic recovery efforts
3. Bolstering Indonesia's image
4. Improving the quality of service and protection for Indonesian citizens

2.1.2 Vision of Ministry of Foreign Affairs

The Vision of the Ministry of Foreign Affairs is as follows:

'To Advance the National Interest Through Total Diplomacy'

To advance is to achieve or to bring to a better condition.

National Interest is the mandate as contained in the 1945 Constitution and for 2010-2014 it is focused on the efforts to achieve Indonesia that is prosperous, democratic and just.

Total Diplomacy is an instrument or method employed in diplomacy which involves all components of stakeholders and makes the best use of all networks of power (multi-track diplomacy).

The vision statement above illustrates a commitment to be fulfilled and realized by the Ministry, particularly through the performance of duties and roles (core competency) as an institution which establishes relations and implements foreign policy. The vision statement of the Ministry is in line

with the national vision contained in the National Medium Term Development Plan (RPJMN) for 2010-2014 which implies the importance of establishing relations and implementing policy using total diplomacy as a strategy to bring the national vision "Indonesia that is Prosperous, Democratic and Just" into reality.

2.1.3 Mission of Ministry of Foreign Affairs

To achieve the abovementioned vision, the Ministry of Foreign Affairs has specified 9 (nine) missions to be accomplished by all Working Units during the period from 2010 to 2014 as follows:

1. To improve bilateral and regional relations and cooperation in various sectors to promote the national interest.
2. To take on a more significant role and leadership in ASEAN cooperation, participate in the process of integration of ASEAN Community 2015 which benefits Indonesia that is independent, advanced, united, democratic, safe, just, and prosperous.
3. To increase multilateral diplomacy to achieve Indonesia that is safer, more peaceful, independent, advanced, just, and prosperous.
4. To create a more positive image of Indonesia through Public Diplomacy.
5. To optimize diplomacy by confirmation of legal instruments and international agreements, in an effort to protect the national interest.
6. To provide better services which are prompt, courteous, simple, transparent and accountable in protocol, consular, diplomatic facility

and protection of Indonesian citizens/Indonesian legal entities overseas.

7. To formulate foreign policy to achieve the national interest.
8. To improve internal supervision in order to create clean and organized apparatus in the Ministry.
9. To improve the management of the Ministry which is transparent, accountable and professional in order to support the success in the implementation of the foreign policy.

2.1.4 The Role of the Ministry of Foreign Affairs

As referred to in Articles 31 and 32 of the Presidential Regulation Number 9 of 2005 regarding the Position, Duties, Roles, Structure, and Work Procedure of the State Ministries of the Republic of Indonesia, and Article 7 of Law Number 39 of 2008 regarding State Ministries, the roles of the Ministry of Foreign Affairs are as follows:

1. To formulate national policies and implementing and technical policies in the field of foreign policy and foreign relations;
2. To manage governmental affairs within its scope of work;
3. To manage the state property/ assets under its responsibility;
4. To supervise the performance of its duties;
5. To deliver a report on the evaluation result, recommendation and consideration relating to its duties and functions to the President.

2.1.5 Improvement in Ministry of Foreign Affairs

The Ministry of Foreign Affairs has introduced the “Internal Reform” in 2001 as an effort to bring about good governance and promote social services. The Internal Reform is translated to the implementation of highly disciplined work culture through the jargon of “3 orderlies and 1 safety” (orderly time, orderly administration, orderly physique and safe personnel-information-work environment). It aims to forge competent and professional human resources in order to bolster the objective of the organization.

This commitment is being reinforced by the issuance of the Presidential Regulation No. 05 Year 2004 on Acceleration of Corruption Eradication. The regulation endorses the Ministry of Foreign Affairs’ effort to reform and contrive transparent, capable and clean organization and profession.

The policy of Internal Reform focuses on three aspects, namely: (1) restructurization of Departmental organization, (2) restructurization of overseas Representatives of the Republic of Indonesia, and (3) reform in diplomatic profession.

These three main pillars of Internal Reform are in line with the targets of bureaucratic reform stated in the State Minister for Administrative Reform’s Regulation No. PER/15/M.PAN/7/2008 Year 2008 on General Guidelines for Bureaucratic Reform, namely: organizational structuring towards right sizing; implementation of work culture to generate bureaucracy with integrity and high performance; development of effective,

efficient, transparent and accountable administration; formulation of orderly and non-overlapping regulation; as well as forging human resources to possess integrity, competency, professionalism, high performance and welfare.

Prior to the Internal Reform, the composition of diplomatic officials and administrative staffs was 1 : 2. Meanwhile, post the Internal Reform, the composition changed to 2 : 1. The change is parallel with the objective of the Internal Reform which is a continuous process to conduct self reform in the midst of dynamic global environment. Therefore, it is expected to generate a right sized, streamlined, adaptive, effective and efficient organization.

The task of reforming diplomatic professions and promoting human resources is being carried out by restructuring the regulations on employment as well as career development. The Law No. 37 Year 1999 on Foreign Relations dictates a diplomacy that is creative, active, anticipative, not merely routine as well as reactive, adamant, rational and flexible. In the context of implementing the said mandate, the Ministry of Foreign Affairs has done a reform on the Recruitment Selection of Civil Servant Candidate which is regarded as an important stage in professionally restructuring the Human Resources.

The system for the Recruitment Selection of Civil Servant Candidate has been developed and implemented since 2002. The recruitment pattern is to be based on the principles of transparency, effectiveness and efficiency

through applying strict, clean as well as accountable information technology and methodology in deciding the selection result. Such process has gained acknowledgement by receiving ISO 9001: 2008 certification. Reform in the recruitment system has garnered positive reception among the society which is proven by increasing number of participants in the Recruitment Selection of Civil Servant Candidate at the Ministry of Foreign Affairs.

In addition, career development in the Ministry of Foreign Affairs exercises the merit system which takes into account performances and achievements of duty. The Ministry has also improved the system of education and training, placement, promotion and discipline reinforcement of employees in order to acquire clean, honest, and motivated employees in addition to their substantial capabilities. Recognition of diplomatic profession through the regulation on Functional Diplomatic Position (JFD) in 2005 has encouraged the Ministry to seriously implement the Internal Reform.

In JFD, the primary duty of a diplomat serves as a benchmark in evaluation of performance. There are five primary duties of a diplomat, namely: representing, negotiating, protecting, promoting and reporting in which their performance and achievement could be gauged annually in the Individual Work Targets (SKI). Through these organizational and human resources reforms, the Ministry of Foreign Affairs is expected to attain and maintain the diplomatic mission as stated in the Law No. 37 Year 1999.

2.1.6 Developments of Bureaucratic Reform in the Ministry of Foreign Affairs

On 6 January 2010, the Ministry of Foreign Affairs (MOFA) directly delivered the Document of Proposal for Bureaucratic Reform of the Ministry of Foreign Affairs to the Team of National Bureaucratic Reform at the State Ministry of Administrative and Bureaucratic Reform (SMABR). The document was submitted as the prerequisite of joining the National Bureaucratic Reform program. However, due to a shift in legal foundation on Bureaucratic Reform from the Minister of Administrative and Bureaucratic Reform's Regulation to Presidential Regulation, there was a vacuum on national level which affected all the Ministries/Agencies, including the MOFA, until the issuance of the said Presidential Regulation.

On 21 December 2010, the President of Indonesia issued the Presidential Regulation No. 81 Year 2010 on Grand Design of Bureaucratic Reform as the blueprint for National Bureaucratic Reform. A year later, the SMABR issued the State Minister of Administrative Reform's Regulation No. 20 Year 2011 on the Road Map of Bureaucratic Reform as the guidelines for the implementation of Bureaucratic Reform of Ministries/Agencies (M/A). Based on the new regulations, the required documents to be submitted to the Team of National Bureaucratic Reform consisted of Document of Proposal for Bureaucratic Reform and Roadmap of Bureaucratic Reform of M/A.

Bureaucratic Reform in the MOFA aims to implement Bureaucracy that is professional, having integrity, high performance, free and clean

from KKN (Corruption, Collusion and Nepotism), capable of public services, neutral, prosperous, dedicated and upholding the basic values and ethical codes of state apparatus. This aim is in compliance with the objective of National Bureaucratic Reform stated in the Grand Design of Bureaucratic Reform 2010-2015 which focuses on the following three aspects:

- a. Creating a government that is clean and free from KKN through the development and reinforcement of transparent, accountable and fair management system.
- b. Improving the quality of public services, both through efforts to contend our national interest in international forums as well as to provide protection for Indonesian citizens and Indonesian Legal Entity both domestic and overseas.
- c. Building performance capacity and accountability through assuring the implementation of orderly administration and management system by the entire work units, both in Central and overseas Indonesian Representatives.

2.2 Policy Analysis and Development Agency

Policy Analysis and Development Agency (Indonesia: *Badan Pengkajian dan Pengembangan Kebijakan*, abbreviated BPPK) is one of the supporting elements in the Ministry of Foreign Affairs of the Republic of Indonesia. Policy Analysis and Development is under and responsible to

the Minister. Policy Analysis and Development Agency is headed by Mr. Siswo Pramono, Head of the Agency.

2.2.1 Task and Functions of Policy Analysis and Development Agency

Policy Analysis and Development Agency has the task of carrying out assessment and development in the fields of political policy and foreign relations. In carrying out its duties, Policy Analysis and Development Agency carries out functions :

- a. Preparation of technical policies, plans and programs for assessment and development in the field of political policy and foreign relations;
- b. Conducting assessment and development in the field of political policy and foreign relations;
- c. Monitoring, evaluating and reporting on the implementation of studies and developments in the field of political policy and foreign relations; and
- d. Implementation of the administration of Policy Analysis and Development Agency.

2.2.2 Organizational Structure of Policy Analysis and Development Agency

Policy Analysis and Development Agency consist of:

- g. Secretary of Policy Analysis and Development Agency
- h. Center of Policy Analysis and Development on Asia-Pacific and African Region

- i. Center of Policy Analysis and Development on American and European Region
- j. Center of Policy Analysis and Development on International Organization

2.3 Secretary of Policy Analysis and Development Agency

Secretary of Policy Analysis and Development Agency as referred to in Article 844 letter a Regulation of the Minister of Foreign Affairs of the Republic of Indonesia No. 2 year 2016 Regarding the Organization and Work Procedure of the Ministry of Foreign Affairs has the task of coordinating the implementation of substance tasks and providing administrative support to all organizational elements within the Policy Analysis and Development Agency.

2.3.1 Task and Functions of Secretary of Policy Analysis and Development Agency

Secretary of Policy Analysis and Development Agency in carrying out the tasks referred to in Article 845 provides functions :

- a. Preparation of coordination and preparation of strategic plans, programs and activities;
- b. Management of organizational affairs and management;
- c. Preparation of coordination and preparation of plans, management and reporting of budgets;
- d. Management of equipment, household affairs, staffing, leadership administration, documentation, correspondence, filling, and libraries;

- e. Preparation of coordination of data analysis, preparation of work papers and reporting;
- f. Preparation of coordination of the implementation of publication and dissemination of information; and
- g. Implementation of monitoring and evaluation of plans, programs and activities

2.3.2 Organizational Structure of Secretary of Policy Analysis and Development Agency

The Secretary of Policy Analysis and Development Agency consists of:

- a. Divisions of Administration, Planning and Organization;
- b. General and Civil Service Service;
- c. Financial Department;
- d. Section of Library, Publication and Information Dissemination; and
- e. Fuctional Group.