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BUREAUCRATIC ANALYSIS OF INDONESIA'S MINISTRY OF DEFENCE: ADVANCING NATIONAL DEFENSE DIPLOMACY THROUGH THE 2024 INDONESIA-AUSTRALIA DEFENCE COOPERATION AGREEMENT (DCA)

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Abstract

This study analyzes the bureaucratic system of Indonesia's Ministry of Defence in implementing the 2024 Indonesia-Australia Defence Cooperation Agreement (DCA). Literature review and interviews identified key challenges cross-national coordination complexity, legal/linguistic differences, and shared funding mechanisms. Ditkarsinhan's America-Pacific Subdirectorate served as the primary coordinator. Collaboration with Indonesia's Foreign Ministry and the Australian Defence Attaché ensured administrative-operational alignment. Kemhan's bureaucratic system proved effective, supported by hierarchical simplification and digitalization enhancing responsiveness. Tangible DCA outcomes included joint exercises and military education exchanges. The study concludes that bureaucratic efficiency—through collaborative governance and procedural reform is critical for successful defense diplomacy, enabling systemic adaptation and strengthened regional stability.

Keywords: *Defence Cooperation Agreement, defense diplomacy, administrative challenges, inter-institutional coordination.*

Introduction

The defense cooperation between Indonesia and Australia has been established since 1967 and has significantly developed over time. For more than five decades, this strategic partnership has been strengthened through various forms of collaboration that have benefited both countries. One key milestone was the Lombok Treaty in 2006, bilateral agreement addressing cooperation in defense, security, trade, investment, and mutual respect for sovereignty, territorial integrity, and non-interference in domestic affairs.

Another important initiative was the 2018 Joint Declaration on a Comprehensive Strategic Partnership, which aimed to enhance regional cooperation across multiple sectors such as security, the economy through the Indonesia-Australia Comprehensive Economic Partnership Agreement (IA-CEPA), defense, education, cultural exchange, and a shared commitment to maintaining stability in the Indo-Pacific region.

Following these collaborations, the Defense Cooperation Agreement (DCA) represents the latest effort to deepen bilateral relations. This agreement serves as the primary legal framework governing

defense cooperation between Indonesia and Australia.

While trust plays a role in international relations, relying solely on trust without strong legal and institutional support can lead to uncertainty (Torgler, 2004). Therefore, the DCA is not merely symbolic but is legally binding, reflecting the serious commitment of both nations to advancing defense collaboration. As the highest legal framework for bilateral defense cooperation, the DCA is driven by the need to enhance military interoperability and integrate defense capabilities between the two countries (Dosenon, 2023).

It provides a clear foundation for implementing various joint military activities, including war exercises, intelligence sharing, and education and training programs. The core objective of this collaboration is rooted in the shared commitment of Indonesia and Australia to maintaining peace and stability in the region of Asia-Pacific. Also, a key focus of this collaboration is aiming to strengthen the capacity of both countries in addressing increasingly complex security threats. The elevation of the defense partnership between Indonesia and Australia reflects a shared recognition of the importance of building a sustainable alliance, particularly

considering their geographic proximity and mutual interdependence as neighboring countries. Australia, which shares a maritime boundary with Indonesia, acknowledges the strategic importance of maintaining a stable and cooperative relationship with its closest northern neighbor of several countries, including Indonesia, recognize that strong defense cooperation is a strategic necessity. For Indonesia, its constructive relationship with Australia provides a valuable position in the Asia-Pacific region. Over the long term, this strong bilateral partnership is expected to contribute to a more secure and stable region, supporting international collaboration that benefits both nations.

Defense cooperation is one form of strategic diplomacy pursued by states to maintain regional stability and strengthen their bargaining power on the global stage. Indonesia, with its strategic geopolitical position in Southeast Asia, has a vested interest in establishing defense cooperation with various countries, including Australia. In the implementation of the 2024 Indonesia-Australia Defense Cooperation Agreement (DCA), the Indonesian Ministry of Defense particularly the Directorate of International Defense Cooperation (Ditkersinhan) plays a strategic role in managing the administration, coordination,

and evaluation of the defense partnership between Indonesia and Australia. However, in practice, the implementation of this agreement encounters several bureaucratic challenges that affect its overall effectiveness.

A complex bureaucratic structure with rigid hierarchies often slows down decision making processes in international cooperation (Weber, 1947). Lengthy and multi-layered administrative procedures can hinder the efficient implementation of policies (Osborne, 2010). In Indonesia, the highly hierarchical and fragmented nature of the bureaucracy significantly slows decision making, limits inter agency coordination, and creates resistance to change, factors that pose major challenges to the execution of defense cooperation. Moreover, the Ministry of Defense frequently needs to engage with other actors such as the Ministry of Foreign Affairs, the Indonesian National Armed Forces (TNI), and intelligence agencies, each of which has its own interests, procedures, and bureaucratic systems. This results in multiple layers of procedural requirements that slow down the implementation of cooperation especially in situations demanding rapid and well coordinated responses. These issues are further compounded by the lack of

integration across agency decision-making systems and the weak mechanisms for monitoring and evaluating existing cooperation. When the bureaucracy fails to adapt to global dynamics and the demands of modern diplomacy, Indonesia's position in defense cooperation becomes less effective and suboptimal.

Another significant challenge lies in the differing legal systems between Indonesia and Australia, particularly when it comes to handling military personnel deployed in each other's territory. Australia enforces stricter regulations concerning human rights and military law compared to Indonesia. These differences can create potential friction in the implementation of the Defense Cooperation Agreement (DCA) (Cotter & Forster, 2004).

Another major obstacle in the implementation of the Defense Cooperation Agreement (DCA) is the slow inter-agency coordination required among various ministries, including the Ministry of Defense, the Ministry of Law and Human Rights, the Ministry of Foreign Affairs, and the House of Representatives (DPR) during the ratification process (Hood & Dixon, 2015). The lack of effective coordination mechanisms can significantly delay the approval and execution of defense cooperation initiatives. Further challenge

relates to budgetary issues. Budget proposals for DCA implementation must be strongly justified to the Ministry of Finance, which often presents administrative hurdles (Pollitt & Bouckaert, 2011). In addition, the shared budget system used in bilateral military exercises can create complications if one party experiences delays in budget allocation. These barriers highlight that the effectiveness of Indonesia-Australia defense cooperation is highly dependent on more adaptive and responsive bureaucratic reforms.

This study aims to examine and analyze the role of the bureaucracy within Indonesia's Ministry of Defense in implementing the Indonesia-Australia Defense Cooperation Agreement (DCA) in 2024, while also identifying the key bureaucratic challenges affecting the effectiveness of Indonesia's defense diplomacy. It further analyzes how the bureaucratic structure within the Ministry of Defense influences the effectiveness of international cooperation in the defense sector. Additionally, the study evaluates the extent to which good governance practices have been implemented in the management of defense cooperation policies and explores the potential for adopting a more adaptive and collaborative bureaucratic

model to improve bureaucratic efficiency in supporting international defense cooperation. Furthermore, this paper seeks to contribute theoretically to the discourse in public administration and international relations, particularly by linking classical bureaucratic theory with the demands of modern defense diplomacy. Through this research, it is expected to provide applicable policy recommendations aimed at improving defense governance within Kemhan RI in the context of both bilateral and multilateral cooperation.

Literature Review

This study employs three main theoretical approaches in analyzing the bureaucracy and defense diplomacy of Indonesia's Ministry of Defense (Kemhan RI).

The first is Max Weber's Bureaucracy Theory. In his classical theory of bureaucracy, Weber explains that the ideal bureaucracy is characterized by a clear hierarchy, job specialization, a system of formal rules, and impersonality in decision-making. This theory has significantly influenced the design of modern bureaucracies, including those in government institutions (Weber, 1947). In the context of Indonesia's Ministry of Defense, the highly hierarchical

bureaucratic structure reflects this Weberian approach. However, this model poses challenges when the bureaucracy is confronted with the needs of defense diplomacy, which requires speed, flexibility, and cross-sector coordination. In practice, overly formal bureaucratic structures often hinder the effectiveness of international cooperation due to multi-layered decision-making and limited room for personal initiative (Osborne, 2010).

The second approach is the Governance Model in Public Administration. As a response to the limitations of the classical bureaucratic model, the governance approach emerged in public administration, emphasizing cross-sector collaboration, transparency, and the participation of multiple actors in policy processes (Rhodes, 1996). This theory stresses the importance of inter-agency coordination, policy transparency, and flexibility in policy implementation (Hood & Dixon, 2015). The governance model advocates for the establishment of inter-institutional networks, including with non-state actors, to manage public policy adaptively. This approach is particularly relevant in the context of international defense cooperation, which involves multiple actors such as the Ministry of Defense, the Ministry of Foreign Affairs, and the Indonesian Armed Forces (TNI).

By adopting this model, coordination can be more effective, avoiding rigid bureaucratic boundaries. This model is useful in evaluating how Kemhan RI manages international defense policies and responds to bureaucratic challenges in defense cooperation.

The third theory used is Defense Diplomacy and Defense Cooperation, as outlined by Cottey & Forster (2004), who argue that defense cooperation is not limited to military activities but also includes bilateral meetings, joint training, and strategic information exchange as part of a state's diplomatic efforts. According to Cottey & Forster, this theory encompasses various non-military activities undertaken by governments to build international defense cooperation. In Indonesia's context, the DCA agreement with Australia is a concrete example of defense diplomacy. However, the implementation of such diplomacy is highly dependent on the flexibility of the national bureaucracy. If the bureaucracy cannot operate adaptively, the effectiveness of the cooperation will be hindered. Therefore, it is crucial to examine how defense diplomacy theory can coexist with bureaucratic reform. The implementation of the Indonesia-Australia DCA can be analyzed within the framework of defense diplomacy to understand the extent to

which defense diplomacy functions within Indonesia's bureaucratic context and its impact on bilateral relations and regional stability. Through these theoretical approaches, this study aims to provide a deeper understanding of the dynamics of bureaucracy in defense diplomacy and offer applicable policy recommendations to enhance the effectiveness of Indonesia's defense cooperation with Australia.

Bureaucratic System of the Directorate of International Defense Cooperation, Ministry of Defense

The discussion in this article is based on interviews with key informants. As an introduction, it is important to note that any defense cooperation undertaken by Indonesia with another country must go through a special task unit known as the internal party, specifically the Directorate of International Defense Cooperation (Ditkersinhan). According to the Regulation of the Minister of Defense Number 14 of 2019 concerning the Organization and Work Procedures of the Ministry of Defense, Chapter IV, Article 345, Ditkersinhan serves as the implementing body for the duties and functions of the Directorate General of Defense Strategy, led by the Director of International Defense Cooperation. Ditkersinhan is responsible for implementing and formulating policies, as

well as monitoring, evaluating, and reporting on defense diplomacy, which includes bilateral and multilateral cooperation, education, licensing, and the coordination of defense attachés. Within Ditkersinhan, there are several sub-directorates, each with distinct responsibilities: the sub-directorates for Asia, the Americas and Pacific, Europe and Africa, and Multilateral Affairs, as well as those for defense attachés, education, and licensing.

According to the informant, establishing defense cooperation under the Indonesia-Australia Defense Cooperation Arrangement (DCA) requires coordination efforts, both internally and externally. Internally, Ditkersinhan—particularly the Sub-directorate for the Americas and Pacific (Amepas)—serves as the primary gateway for establishing international cooperation with Australia. In line with the provisions of the Minister of Defense Regulation mentioned earlier, the informant explained that Ditkersinhan is responsible for administering, controlling, and evaluating foreign cooperation activities in the defense sector. Such cooperation includes joint military exercises, education, and the exchange of personnel. The Amepas Sub-directorate is specifically tasked with managing

cooperation with countries in the Americas and Pacific region, including Australia. Amepas is responsible for ensuring that all administrative processes follow the established bureaucratic procedures. Therefore, in general, all administrative matters, licensing, and correspondence related to defense cooperation with Australia are handled through Ditkersinhan, specifically the Sub-directorate for the Americas and Pacific.

In the preparation process for the Indonesia-Australia Defence Cooperation Agreement (DCA), the Sub-directorate for American and Pacific Affairs (Amepas) within the Directorate of International Cooperation (Ditkersinhan) at the Indonesian Ministry of Defence coordinated not only internally but also externally with relevant parties, notably with Australia. According to sources, the defense attachés (Athans) of both countries played a crucial role as primary facilitators and initial points of contact in establishing communication and coordination between the Indonesian Ministry of Defence and the Australian Department of Defence. The Australian defense attachés acted not only as an official intermediary but also ensured that all information exchange and documentation processes adhered to established protocols.

During various preparation stages, such as technical negotiations and substantive discussions, expert teams from both ministries were directly involved. Nonetheless, the Australian Athan continued to serve as a vital liaison, maintaining consistency and accuracy in communication. They functioned as the first point of contact, filtering and aligning interests before they reached the policy-making level. This coordination between the Amepas Sub-directorate and the Australian Athan significantly accelerated decision-making and minimized the risk of misunderstandings between both sides.

In the context of the DCA in 2024, this system has proven effective in managing the complexities of defense cooperation, from legal to operational aspects. Close coordination occurred through the Athan offices in both countries, with all formal communications and correspondences routed through the respective Athan before reaching the Australian Ministry of Defence. Planning and evaluation processes also involved the Athan prior to direct engagement with each country's Ministry of Defense. While the draft signing of the DCA involved direct discussions between the two ministries, these were consistently coordinated through the Athan offices. The Indonesian

Athan in Australia played a key role in maintaining communication with the Australian Ministry of Defence, even though most of the official communication flowed through formal Athan channels. Thus, the role of defense attachés from both countries was vital in ensuring smooth communication, administrative processes, and policy implementation between Indonesia and Australia.

The bureaucratic system employed by the Amepas Sub-directorate in its engagement with Australia reflects a flexible governance model, consistent with the principles of the Governance Model theory in public administration, which emphasizes inter-agency collaboration and transparency. The Indonesian Ministry of Defence's collaboration with its Australian counterpart, facilitated by both countries defense attachés, demonstrates how institutional cooperation can enhance flexibility and responsiveness, even between countries with different administrative systems. Coordination also involved other institutions in both Indonesia and Australia. For instance, the Amepas Sub-directorate coordinated with various agencies to ensure the safety and transportation arrangements during the visit of Australian Defence Minister Richard Marles to Indonesia. This included

coordination with the Adisutjipto Air Force Base team to secure his landing and overall safety in Yogyakarta, as well as with other agencies for security during the event at the Indonesian Military Academy in Magelang.

This collaboration highlights the critical importance of interagency cooperation in enhancing bureaucratic flexibility. During the visit of Richard Marles for the DCA signing at the Military Academy in Magelang, coordination extended beyond military or security agencies, such as the Adisutjipto Air Force Base, to include various other institutions in both Indonesia and Australia. This reflects the Governance Model theory, the integration of multiple stakeholders in achieving shared goals. By involving numerous institutions, the bureaucratic process became more adaptive to field dynamics, such as layered security needs or complex transportation logistics. Additionally, the system proved responsive to unforeseen challenges, such as schedule changes, additions to the itinerary requested by the Australian Defence Minister, or on-the-ground security issues.

Overall, this practice demonstrates that an inclusive and decentralized bureaucracy not only shortens coordination chains but also fosters trust between nations through transparency and responsiveness.

In conclusion, the collaborative efforts between the Indonesian and Australian Ministries of Defence, through inter-agency coordination, have effectively optimized bureaucratic efficiency while strengthening bilateral relations and mutual trust. The flexibility and adaptability of the defense diplomacy framework between Indonesia and Australia serve as a valuable model for international cooperation across other sectors, where global complexities demand more integrated and agile solutions.

Bureaucratic Challenges and Strategic Approaches

The scale of bureaucracy that must be managed by the Indonesian Ministry of Defense in organizing international agreements between countries has inevitably become broader and more complex. This expansion necessitates the adoption of strategic approaches and heightened caution in every procedural step undertaken. In the formulation of international agreements, the parties involved are no longer limited to domestic agencies, but now also encompass entities and institutions from the partner country. As highlighted by the source, in the implementation of the Indonesia-Australia Defence Cooperation Agreement (DCA), which is facilitated by the Ministry of Defence through its Directorate of Defence

Cooperation (Ditkersinhan), one of the recurring challenges faced by the Ministry is the divergence of systems between the two countries, particularly in the areas of law, finance, and language.

In the process of drafting a cooperation agreement, it is essential to carefully consider the comfort and expectations of both parties, particularly in aligning legal provisions that will govern all parties involved. This includes the formulation of mutually agreed-upon legal arrangements that must be addressed with precision. As stipulated in Article 26 of the 1969 Vienna Convention on the Law of Treaties, *pacta sunt servanda* serves as a fundamental legal principle, affirming that every treaty in force binds the parties to it and must be executed in good faith. In this context, the source indicated that one of the most time-consuming stages before the agreement could be finalized was the legal discussion phase, during which both parties negotiated the terms that would apply equally to stakeholders in both countries throughout the duration of the cooperation. The extended duration of this phase is due in part to the complex procedural requirements, starting with consultations between the Indonesian Attorney General's Office and the relevant Australian

institutions concerning the legal harmonization process.

The results of these discussions must then be submitted to the Ministry of Foreign Affairs, which serves as the primary diplomatic channel for such cooperation, and must ultimately receive the President's approval. Moreover, it is critical that the Australian side be actively involved in the discussions from the outset to prevent repetitive revisions caused by differences in interpretation or legal expectations between the two parties. Beyond the procedural intricacies, another factor that slows the progress of legal alignment is the difficulty in coordinating schedules between the respective national representatives involved in the discussions. Although the possibility of high-level or transnational crimes occurring under the framework of this defense cooperation remains relatively low, the potential risk cannot be completely disregarded. Therefore, despite the lengthy process, both Indonesia and Australia must remain committed to moving through the legal negotiation phase together, ensuring that a mutually accepted agreement fully compatible with both countries' legal systems is eventually reached to provide a legal basis for addressing any potential

criminal acts that may arise in the context of the cooperation.

In addition to the challenges related to legal harmonization, the source explained that the defense cooperation under the DCA between Indonesia and Australia operates on a shared budget system, where both countries are required to contribute funding for every activity undertaken. This funding mechanism can potentially slow the progress of bilateral cooperation, especially for programs that demand substantial financial resources, such as joint training exercises. If, during the planning stages, one party is unwilling or unable to allocate the necessary funds, the planned joint activity will be cancelled. This is the prevailing situation in the field, based on the mutual agreement already established between the two countries, which stipulates that both parties must equally participate in financing every agenda item under the cooperation framework.

Furthermore, the source added that, to this day, language barriers remain a significant issue that must be addressed both in the preparation and implementation phases. While a large portion of Indonesian military personnel are now proficient in English, a number still lack adequate language skills. As a result, language

continues to be a concern for the Indonesian side when preparing for and conducting international cooperation. There is a concern that misunderstandings such as mishearing or mistranslation could occur during the process of discussing and drafting cooperation agreements. For this reason, Indonesian representatives still rely to some extent on the assistance of interpreters. Not only are interpreters needed during preparatory meetings, but their presence remains important during large-scale joint training exercises as well, helping each participant to fully understand the flow of activities and all related aspects to ensure that the exercises are carried out smoothly and effectively.

After outlining several obstacles frequently encountered in the implementation of the Indonesia–Australia DCA, the source went on to describe the strategies adopted by the Indonesian Ministry of Defense to address these challenges. One of the key strategies involves engaging several other ministries within the Indonesian government to assist in the negotiation process with the Australian side regarding the agreement. During the preparatory phase, the Ministry of Defense works in close coordination with the Ministry of Foreign Affairs, which serves as Indonesia’s principal diplomatic

arm responsible for managing direct communication and, in this context, acts as a “bridge” between the two nations. This arrangement similarly applies to the Australian side. The Attorney General’s Office is also involved to provide input and legal guidance concerning the Australian legal provisions that may be incorporated into the cooperation agreement. These two government institutions play a crucial role in helping the Ministry of Defense determine which legal provisions should be adopted and which should not, ensuring that the outcomes of the negotiations are balanced and do not disadvantage either party Indonesia or Australia.

In addition to the Ministry of Foreign Affairs and the Attorney General’s Office, the Ministry of Finance must also be involved in matters relating to the allocation of funds for the activities under this agreement. Since the agreement falls under the category of international cooperation, its execution requires the use of state funds. Consequently, when allocating budgetary resources for such activities, the Ministry of Defense is obligated to coordinate with the Ministry of Finance, which functions as the custodian of Indonesia’s national treasury. The Ministry of Finance is responsible for reviewing the budget proposals submitted

by the Ministry of Defense, and once approved, the proposals are forwarded to the President for final authorization. Only after obtaining approval from both the Ministry of Finance and the President can the proposed budget be disbursed and utilized. Throughout this process, the Ministry of Defense must strictly adhere to all required procedures and approvals to ensure that the release of funds, whether for domestic or international activities, complies fully with the provisions outlined in the Regulation of the Minister of Finance of the Republic of Indonesia No. 143/PMK.05/2018, which governs the implementation of state budget expenditures within the Ministry of Defense.

To address the ongoing issue of language limitations, the Ministry of Defense has also taken additional steps beyond relying on interpreters. It has introduced a foreign language training program (Diklat) accessible to personnel within both the Ministry and the Indonesian National Armed Forces. This program is designed for members who are interested in enhancing their foreign language skills. The initiative is formalized in the Decree of the Head of the Education and Training Agency NUMBER: KEP/500/X/2023 Chapter III. In accordance with Law No. 24

of 2000 and Article 11 of the 1945 Constitution, the Ministry of Defense, as the principal initiator of this defense cooperation, is legally obligated to follow Indonesia's established procedures by involving relevant ministries and government agencies in the cooperation process. The final outcome must then be submitted to the President for review and approval. Moreover, as the leading agency, the Ministry of Defense remains committed to continuously mitigating the challenges that arise, using all available means to ensure that the implementation of the Indonesia–Australia DCA proceeds effectively in accordance with the mutual expectations of both nations involved.

Implementation of the Indonesia-Australia DCA Defense Cooperation

Based on the interview results, the informant stated that since the signing of the Indonesia-Australia Defense Cooperation Arrangement (DCA), several activities have been successfully implemented, demonstrating that the DCA has effectively strengthened collaboration between the two countries. Concrete examples of this defense cooperation include the conduct of joint exercises—both bilateral and multilateral—military

education programs, and operational collaboration.

One notable bilateral exercise is the "Keris Woomera Joint Exercise 2024," which was held from November 1 to 17, 2024, at three locations: Bathurst Island in Australia, and Situbondo and Banyuwangi in Indonesia. This exercise is a combined military exercise (Latgabma) conducted between the Indonesian National Armed Forces (TNI) and the Australian Defence Force (ADF). A total of 2,000 personnel participated in this exercise, which included amphibious landing operations at Banongan Beach, humanitarian assistance and disaster relief drills, as well as integrated live-fire exercises.

In addition, several multilateral exercises have also taken place, such as the "Komodo Naval Exercise" in Bali. The Multilateral Naval Exercise Komodo (MNEK 2025) is an annual naval exercise hosted by Indonesia, held in the waters between the Indian and Pacific Oceans. This year, the Komodo Naval Exercise took place in Bali from February 15 to 22, 2025, specifically in Tanjung Benoa, Badung Province. The focus of this exercise was on addressing non-traditional maritime challenges, such as disaster response and humanitarian assistance. A total of 38

countries participated in this exercise, including both Indonesia and Australia.

The implementation of this defense cooperation is also evident in the exchange of military education, with both countries sending personnel to study in each other's institutions. Indonesia has sent its personnel to study in Australia, and Australian personnel have also attended educational programs in Indonesian institutions such as Lemhannas (the National Resilience Institute).

Furthermore, operational cooperation between Indonesia and Australia has been realized through a shared budget system to support joint exercises and other collaborative programs.

From all the points discussed above, it can be concluded that the Indonesia-Australia defense cooperation under the DCA is not merely a symbolic agreement. Rather, the signing of this cooperation serves as a foundation that further strengthens the longstanding partnership and collaboration between the two countries. The implementation of the DCA demonstrates the importance of establishing defense cooperation with neighboring countries to safeguard national defense and security. Such cooperation provides a platform and bridge for the exchange of knowledge and personnel, which is expected to yield significant

benefits for the defense sectors of both countries. This is evidenced by the various joint exercises and personnel exchanges that have been successfully carried out as a result of this cooperation.

Conclusion

The Ministry of Defense is one of the governmental institutions in Indonesia characterized by a clear and orderly hierarchical structure. All decision-making processes are influenced by this hierarchical arrangement, both within the ministry itself and in broader national and international contexts. Every action is conducted in accordance with established bureaucratic procedures, indicating that the Ministry of Defense embodies the traits of an ideal bureaucracy, as conceptualized in Weber's theory, which serves as the theoretical foundation of this study's literature review. Since 1967, Indonesia and Australia have engaged in bilateral cooperation, a relationship that has been further solidified through the signing of the Indonesia–Australia Defence Cooperation Agreement (DCA) on Thursday, August 29, 2024, in Magelang.

In its implementation, several tangible outcomes have materialized under the DCA. Notably, the joint training exercise titled “Keris Woomera Joint

Exercise 2024” was conducted on November 1, 2024, in both Australia and Indonesia. In addition to this bilateral initiative, two multilateral exercises have also been successfully carried out as manifestations of this cooperation: the “Komodo Naval Exercise” in Bali and “Pitch Black” in Australia. Most recently, from February 15 to 22, the two countries successfully organized the Komodo Naval Exercise in Bali, thanks to the collaborative efforts made by both Indonesia and Australia in the planning and execution stages. These activities have been effectively implemented, showcasing the fruitful outcomes of the defense cooperation between the two nations. The Ministry of Defense’s success in conducting these diplomatic efforts aligns with the principles of Defence Diplomacy theory, which emphasizes the ability to pursue defense-related collaboration without resorting to direct military force. The aforementioned activities provide clear evidence of the Ministry’s effectiveness in implementing defense diplomacy, reinforcing Indonesia’s role as a constructive and cooperative actor in regional and international defense engagement.

The effective implementation of cooperation between the two countries is

underpinned by the success of both Indonesia and Australia in overcoming various systemic differences across multiple sectors. Both nations have effectively utilized inter-agency collaboration to address legal discrepancies that could potentially hinder the agreement. Accordingly, the use of the governance model theory in public administration to analyze this cooperation is entirely appropriate. It can therefore be concluded that the wide geographic scope of cooperation (transnational in nature) does not hinder the successful implementation of bilateral or multilateral agreements, provided that each participating country adheres to step-by-step procedures and maintains structured communication within its national bureaucratic framework. The role of bureaucracy is undeniably vital in the implementation process of international cooperation, as no governmental activity can operate effectively without the presence and function of a bureaucratic system.

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