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INDONESIA'S DEFENSE DIPLOMACY IN JOINT PRODUCTION OF HARIMAU MEDIUM TANK BETWEEN INDONESIA-TURKEY

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Abstract

Indonesia-Turkey defense diplomacy which aims to achieve self-sufficiency in defense equipment has resulted in the joint production of a medium tank called the Harimau or Kaplan. Each country requires a medium tank because this type of tank can operate in various geographical conditions found in Indonesia and Turkey. The purpose of this study is to examine the factors that contribute to the realization of joint production of tanks through the implementation of defense diplomacy strategies. Data were obtained through interviews with former Indonesian defense ministers for the period 2009-2014 as well as from the defense industry. In addition, secondary data was obtained from search results of official documents, official websites, and journals. Then the results of the interviews were analyzed descriptively. From this research, the factors that influence the cooperation between Indonesia and Turkey are obtained, namely the principle of equality, the principle of mutual trust and need, and the principle of business. In addition, Indonesia's defense diplomacy strategy is in the alignment of domestic and foreign defense policies, assessments, and maximizing the concepts of Government to Government (G to G) and Business to Business (B to B).

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INTRODUCTION

Each country has a defense policy that is designed to safeguard all aspects of the country against external threats, both potential and actual, at the interstate, regional, and global levels. One of the most frequently used national defense policies is to strengthen the military by improving weapon systems (Indonesian Ministry of Defense, 2012). National defense and defense diplomacy are critical components of a country's identity, including Indonesia (Indonesian Ministry of Defense, 2018). Globalization has an effect not only on the characteristics and attitudes of current and future wars but also on the threats that must be addressed (The House of Representatives of The Republic of Indonesia, 2004). As a result, each country will attempt to beef up its defenses in anticipation of the region. This is one of the reasons why every country strives to improve its military capabilities and achieve weapon system self-sufficiency.

This study examines the elements that influence the achievement of defense industrial cooperation between Indonesia and Turkey as well as the success of defense diplomacy. Considering that, aside from Turkey, there are European countries with defense industries that have extensive experience in the production of defense equipment, particularly tanks. Cooperation with Turkey in the manufacture of medium tanks is one of the measures taken by the Indonesian government to ensure the country's weapon systems are self-sufficient. The process of achieving weapon system self-sufficiency is governed by Law No. 16 of 2012. According to Law No. 16 of 2012, Indonesia began focusing on the defense industry's self-sufficiency during President Susilo Bambang Yudhoyono's second term in office from 2009 to 2014. Since then, Indonesia has been advancing its priority program of weapon systems through defense industry collaboration with several countries, including Turkey.

Turkey is a country located at the crossroads of three continents. Located between the Mediterranean and Persian bays and between the Black Sea and the Red Sea. Turkey also bridges between the Balkan peninsula and the Persian Gulf, as well as Iran and Egypt. In other words, Turkey has a position in a geographical location that is very strategic to control the region (Amrullah, 2016). Similar to Turkey, Indonesia also has a very strategic geographical position. Located between Asia and Australia and between the Pacific and Atlantic Oceans. This position is an opportunity and challenge for Indonesia. However, long-distance does not become a barrier for the two countries to establish bilateral relations.

The cooperation between Indonesia and Turkey has been going on for a long time. Turkey recognized Indonesian self-sufficiency for the first time on December 29, 1949, and continued to do so bilaterally until 1950. In 2010, during President Susilo Bambang Yudhoyono's visit to Turkey, the Indonesian and Turkey governments continued their defense exploration by signing a Defense Industry agreement. The two countries' negotiations resulted in the existence of a protocol on defense and security cooperation, which is a derivative agreement of the Indonesia-Turkey defense industry agreement signed on April 5, 2011 (Participant 1, Personal Communication, 2019). In this case, defense cooperation between Indonesia and Turkey is increasingly intense and has a strategic value until it is followed by the ratification of Law No. 19 the Year 2014 concerning Defense Industry Cooperation between Indonesia and Turkey.

An important consideration in selecting the medium tank is the geographical conditions of Indonesia and Turkey. Harimau tank is specifically designed for tropical operations such as forests because it has a lighter weight than playing battle tanks. Therefore, the self-sufficiency of medium tank weapon systems is also one of

the seven types of weapon systems products that the Indonesian government prioritizes to assist in the realization of weapon systems' self-sufficiency and support Indonesia's defense posture (Participant 2, personal communication, 2019).

The medium tank is one of the Indonesian government's seven priority programs for weapon system self-sufficiency. This study conducted research interviews and data tracing of sources directly related to this collaboration to identify factors influencing the process of defense diplomacy and the two countries' defense diplomacy strategies in the joint production of the Harimau medium. Additionally, this study will discuss how Indonesia achieved defense and defense industry self-sufficiency through joint production with Turkey between 2010 and 2019, from the planning phase to the achievement of technology transfer results.

This study refers to previous studies that are relevant to this research, namely explaining the factors that influence the success of diplomacy carried out between Indonesia and Turkey. This study selected several kinds of literature that have studies related to this research. The 2 studies are (1) Defense Diplomacy, (2) Industrial Cooperation. Amrulla (2016) explains that with the existence of defense diplomacy in the form of defense industry cooperation, the relationship between the two countries are getting closer and closer (mutual trust). The need to increase military capability, and build the independence of the defense industry. Laksmana (2012) believes that Indonesia's bilateral defense diplomacy can be categorized into three functions, namely defense diplomacy for confidence-building measurements (CBM), defense diplomacy to increase defense capabilities, and defense diplomacy for the development of the domestic defense industry.

The above literature supports the theme of this study, that the development of the national defense and defense industry is a vital issue for national development. However, the previous literature still leaves

research gaps in the form of a lack of explanations of how defense industry policies arise, especially in the cases of Indonesia and Turkey. In addition, compared with the defense partnerships between Indonesia and countries in East Asia or the Asia-Pacific region, the defense relationship between Indonesia and Turkey has received little attention from academia. This research attempts to fill this gap focusing on the factors of that partnership in terms of building joint production of a medium tank. The purpose of this study is to collect data and generate a strong hypothetical explanation in the research. The hypothetical explanation generated by this analytical technique is that Indonesia's defense industry cooperation with Turkey is influenced by a variety of factors.

METHODS

This research is qualitative. This study uses a descriptive-analytical model that is explained by describing based on data that has been taken objectively without any specific modifications and then analyzed the data that has been obtained. It also aims to give a careful description of certain individuals or groups about the conditions and symptoms that occur (Koentjaraningrat, 1993).

As for the research method, this study uses a study approach where this study is a type of research that conducts in-depth exploration of programs, events, and processes. To comprehensively and deeply understand the weapon systems self-sufficiency program, an understanding is needed related to the factors that become obstacles and successes that have been carried out by stakeholders in enhancing cooperation in the defense industry by embodying the self-sufficiency of weapon systems, especially in terms of joint production (Sugiyono, 2018). This study uses a qualitative descriptive method with a case study to make a clear picture of defense diplomacy conducted by Indonesia in the defense industry cooperation in realizing self-sufficiency of weapon system

Table 1. List of Informants

| No | Name of Informant | Position | Name of Institution |
|----|-------------------|---|----------------------------------|
| 1 | Participant 1 | Indonesian Defense Attaché to Turkey (2012-2015) | Ministry of Defense of Indonesia |
| 2 | Participant 2 | Vice President (VP) of Development and Innovation | PT. Pindad |

Source: Processed by Authors, 2020

with Turkey through joint production of the Harimau medium tank from 2015 to 2019. The case study analysis in this study uses international relations theory and the liberal paradigm. This paradigm will be used to show that it is cooperation, mutual assistance, and peace that contribute to the integration of mankind into the international community (Jackson & Sorensen, 2013). Furthermore, neoliberalism adds to the understanding of liberalism by stating that cooperation is the choice of the state, not the ability of the state. Neoliberalism also considers that a set of international rules and institutions can mitigate the potential for international conflict rather than achieving absolute peace as stated by the liberals. Neoliberalism explains that influencing relations between countries that come from different backgrounds can reduce the threat and conflict of the international system (Tarzi, 2004).

This study analyzed using the neoliberalism paradigm in studying the bilateral relations between Indonesia and Turkey, especially the joint production of Harimau tanks. Another diplomacy strategy according to Suryokusumo (2004) that can be analyzed next is shuttle diplomacy. Ministers, government officials, and diplomats carry out official work with their partners by showing an increase in bureaucratic involvement in diplomatic activities and foreign affairs.

Suryokusumo (2004) explains that this diplomacy then becomes open diplomacy, demonstrating strategic cooperation in the production of weapon systems. According to Nurjanah, it can be analyzed using a defense diplomacy model comprised of

analytical materials such as objectives, actors, actions/structures, diplomatic structures, and processes (Agung, 2015). Additionally, Syawfi explained that the relationship between the two countries' defense diplomacy can be classified as an effort to establish confidence-building measures (CBM). According to Syawfi (2009), another aspect of defense diplomacy is the establishment of strategic cooperation through the ratification of Law No. 19 the Year 2014 on Defense Industry Cooperation. Quoting news from Tempo (2017) that in the defense diplomacy of the defense industry there is a strategy called direct offset, which is defined as goods or services that are directly related to military equipment. There is also a type of direct offset called co-production/co-production.

This analyzed business and economies of Indonesia are the basis of this cooperation to achieve national interest. The goal of national interests in the joint production of medium tanks is to achieve the self-sufficiency of weapon systems. Indonesia and Turkey are bilateral diplomacy strategies that are used by economic factors or mutual benefit. On the other hand, this study will also be analyzed from the realism paradigm. Based on the view of realism, Viotti and Kauppi explain (1999) that the state is seen as the main and the most important actor. An anarchist international system of countries will increase their military defenses to support national security to survive in the conditions of anarchy. Then every country must provide security for every entity that is in its territory both from internal and external threats. One way to provide state security is a strong military and weapon

systems capability.

RESULT AND DISCUSSION

The results of this study rest on the three factors that influence the joint production of the Harimau medium tank and the defense diplomacy strategy used by Indonesia in creating of Harimau medium tank.

The Factors Affecting Defense Industry Cooperation of Indonesia-Turkey

The Principle of Equality

Indonesia has a population of around 250 million, around 80% of whom are Muslim. Islam has an important position for Indonesia, especially during the colonial period of the Dutch Colonial. Almost all struggles were driven based on religious unity which later gave rise to the spirit of self-sufficiency.

Turkey is similar to Indonesia in that it is not an Islamic state with Islamic principles incorporated into its law, but the majority of its population is Muslim. However, when it comes to Islamic relations and the Turkey state, there is much to be learned. When the Justice and Development Party of Turkey controlled the Executive and Legislative, changes occurred in Turkey's state life. Under Erdogan's leadership, Turkey demonstrated a positive attitude toward Islam. Nonetheless, Erdogan maintained that Turkey remained secular and even expressed support for the West. However, when examined closely, Turkey has always crossed the western border in some cases. For example, Turkey refused to be used as a United States (U.S.) military base in the 2001 attack on Afghanistan, Turkey supported Palestinian self-sufficiency and even President Erdogan made a speech at the United Nations (UN) General Assembly which stated that it was at odds with Israel, which was supported by the west. In addition, Turkey's policies changed policy direction abroad from west to east when it was led by the AKP.

In the strategic depth doctrine, Turkey wants to be a connecting country for the

western world with the eastern world. Therefore, Turkey continues to aggressively try to become one of the strong countries in the west by becoming a member of the European Union, but still maintaining good relations with various countries in the Eastern region, one of Indonesia

In an interview with the former minister of defense for the 2009-2014 period, Purnomo Yusgiantoro, stated that principles that are equally positive for the success of Islamic religious diplomacy are also seen as having the success of Indonesia's diplomacy with Turkey, although the two countries are not pure Islamic countries such as Saudi Arabia, Iraq, Iran which include the foundations of Islam in their constitution (Amrullah, 2016).

The Principle of Mutual Trust and Need

The desire for cooperation served as the initial impetus for the establishment of bilateral relations in the international system, including diplomatic relations between Indonesia and Turkey. Following the principle of neoliberalism, the informants explained that there is a principle of mutual trust and mutual need between the two countries to make tanks with a type of medium. Indonesia and Turkey are in different regions. Indonesia is in the Southeast Asia region while Turkey is in the Europe and Middle East region. This can be explained by the basic assumption of neoliberalism that cooperation from different regions supports national security so that it requires partners in maintaining the stability of the anarchic international system. The regions of Indonesia and Turkey that were very far away would prevent them from engaging in conflict and war so that the two countries could trust each other to build strategic cooperation.

In the principle of need, the two countries state that it requires a medium tank because this type of tank is suitable for operating in geographical conditions in

countries that have varied land contours such as Indonesia and Turkey (CNN Indonesia, 2018). According to military and defense observers from the Institute for Security and Strategic Studies (ISESS), currently, 52% of Indonesia's Alutsista (Main Equipment and Weapon Systems) are old. One of them is the AMX-13 tank. The AMX tank is a French-made tank and has been operated by the Indonesian Army since 1960 in support of the Trikora operation. So that Indonesia's cooperation with Turkey in the production of Medium Tanks is an important basic requirement (Dahono, 2021).

In addition, this trust can also be seen in the funding scheme for this cooperation project, between the Indonesian Ministry of Defense and the Turkey Ministry of Defense which can produce an agreement to conduct a joint venture or joint venture scheme. Both countries make contributions to the cost of developing the medium tank. While the country responsible for developing this medium tank, namely Indonesia, succeeded in developing a design for a medium tank in 2015 and in successfully transferring technology in 2017 (Participant 2, Personal Communication, 2019). The protocol of cooperation specifies that the two countries will first conduct research and then produce. Technology transfer activities began in Turkey in 2016 and continued in Indonesia in 2017. Thus achieving a balance in terms of technological development between the two companies. (Indonesian Ministry of Foreign Affairs, 2011).

The Principle of Business

According to the results of the above research, economic and business factors in the joint development of the Harimau tank is a necessity between the two countries so that there is mutual benefit. In line with the view of neoliberalism which believes that each country involved in cooperation must benefit, even though in different portions. In this context, joint development and joint

production of the medium tank is a shortcut for Indonesia to have tank technology. On the other hand, besides being a member of the North Atlantic Organization Treaty (NATO), Turkey is currently a newly emerging power that has achievements in realizing self-sufficiency or self-reliance capabilities in the domestic defense industry (Kubicek, Dal, & Oğuzlu, 2016).

While the advantage for Turkey is by building the competitiveness of its defense industry against other countries, Turkey can face expanding its market share in the world (Bilgen, 2010). This is similar to Savunma Sanayii Başkanlığı (SSB)'s vision to make Turkey a global player in strategic design and technology. In the view of this studies analysis, following neoliberalism understanding the benefits of cooperation cannot be explained rigidly, this is what makes cooperation between Indonesia and Turkey in joint production of the Harimau medium tank can be established. This factor was explained by the informants following Kennedy's view (Johnson Kennedy, 2017) that strengthening the defense industry can provide a multiplier effect that is not only to advance strategic technology but can also be good for the economic growth of Indonesia and Turkey.

This study concludes that the multiplier effect of defense industry cooperation through direct offset, technology transfer, and joint production not only benefits the two countries' defense postures but also effectively stimulates economic activity and long-term investment. Defense spending, as one of the government's policies, is intended to have a beneficial effect on the economy, specifically by boosting full employment, human resource development, and resource empowerment.

Indonesia's Defense Diplomacy Strategy for Harimau Medium Tank Collaboration

Indonesia employs defense diplomacy, focusing on the alignment of foreign and domestic policies, including technology

transfer. The synchronization of defense diplomacy by paying close attention to the contents of Law No. 16 the Year 2012 to create the legal framework for the Indonesian-Turkey defense industry in light of the existence of Law No. 19 the Year 2014. Additionally, there is a need for methods for evaluating diplomacy relations and optimizing diplomacy using the Government to Government (G to G) and Business to Business (B to B) concepts. The resources are the roles that the government and businesses perform.

The strategy used in achieving cooperation in making the Harimau tank is to use diplomacy instruments. This Study analyzed that shuttle diplomacy can also be done by maximizing diplomacy from G to G level to B to B. This G to G defense diplomacy began in 2010 when Indonesian President Susilo Bambang Yudhoyono and Ministry of Defense officials visited Turkey to sign a cooperation defense industry with Turkey. Then, on the contrary, Turkey President Abdullah Gul also visited Indonesia to sign the protocol on the defense industry cooperation derivative.

In 2013, the Indonesian government brought PT. Pindad and PT. Len, while the Turkey defense industries namely FNSS Savunma Sistemleri A.Ş., Aselsan, Dearsan, STM, Yuksel Savunma, TAI, Electronic Gate, Adik, Meteksan, and Kale Kalip to discuss Medium Battle Tanks and various presentations by several Turkey companies. Additionally, in 2014, a Memorandum of Understanding (MoU) between G to G Indonesia and Turkey was signed, followed by an MoU between B to B (PT. Pindad to FNSS) in 2015, regarding the manufacture and development of Kaplan or Harimau's medium tanks in Istanbul, Turkey (Participant 1, Personal Communication, 2019).

Following up on the signing of the defense industry cooperation, the Government of Indonesia finally passed the Defense Industry Cooperation Act between Indonesia and Turkey in Law No. 19 the

Year 2014. After the commencement of diplomacy from the G to G, B to B levels that continues to be carried out by Indonesia and Turkey followed by open diplomacy in the sector of producing with the weapon system, this study analyzed this diplomacy strategy which became the foundation of success so that the ratification of Law 19/2014 and defense industry cooperation between Indonesia and Turkey.

Indonesian and Turkey Defense Diplomacy

Following the previous explanation of the partnership between Indonesia and Turkey's diplomacy in general, the following section will discuss the relationship between Indonesia and Turkey's defense diplomacy. Indonesia and Turkey share mutual trust, which enables them to conduct joint production and development activities without fear of mutual suspicion. As evidenced by PT Pindad's collaboration with FNSS Savunma Sistemleri A.Ş., Aselsan.

At the CBM level, defense diplomacy activities include visits to states to establish medium-sized tank cooperation. Indonesia and Turkey have routinely held defense industry meetings since 2011, according to data obtained from the Indonesian Ministry of Defense. This meeting took place between representatives from the Indonesian Ministry of Defense and Turkey. Additionally, Turkey and Indonesia held a Commission on Military-Technical Cooperation, an annual meeting dedicated to discussing logistics procurement and defense industry cooperation. The inaugural meeting took place on January 19-20, 2011. According to the signing of defense industry cooperation agreements that have occurred since the Act's ratification, Indonesia has demonstrated its commitment to establishing defense industry cooperation with other countries.

The following agreement resulted in a Memorandum of Understanding between Indonesia and Turkey in 2015 to develop a joint medium tank called Harimau or

Kaplan. By the signing of the defense industry cooperation agreements that have existed since the Act's ratification, Indonesia has demonstrated its commitment to developing defense industry cooperation with other states. In 2014, a G to G agreement was signed with Turkey, which was followed by a B to B agreement (Pindad to FNSS) in 2015 for the manufacture and development of Kaplan medium tanks in Istanbul, Turkey.

Before a collaboration is established, the following countries are a model of defense diplomacy between Indonesia and Turkey in the joint production of a Harimau medium tank production in terms of objectives, actors, actions, and models of the defense diplomacy process. Other coverage in defense diplomacy activities is that it can form good governance in the defense sector through defense industry cooperation. Indonesia's defense diplomacy is intended as an effort to build the self-sufficiency of the Indonesian defense industry. Moreover, Indonesia has the quality and quantity of the defense industry that has not been too developed. Thus, building cooperation with Turkey is the right step for the development of the defense industry. With diplomacy aimed at developing the defense industry, Indonesia will benefit more from Turkey. The advantage can be in the form of increasing the capability of state-owned enterprises production in the Indonesian defense industry.

According to Syawfi (2009)'s research on defense diplomacy, defense industry cooperation can be used to analyze defense diplomacy activities. Indonesian-Turkey defense industry cooperation is a form of direct offset through joint production. This agreement is incorporated into Law No. 19 of 2014 by reference to various agreements. This cooperation in the defense industry sector entails the provision of various facilities necessary for the technical scope of joint research, development, production, and modernization projects, reciprocal assistance in the fields of manufacturing

and procurement of industrial products and defense services, sales of finished products, scientific and technical information exchange, and participation in defense-related activities.

Defense diplomacy activities of the defense industry, Indonesia and Turkey have conducted a joint development of research and development (R&D) in the manufacture of defense radio software (communication tools for border security) between Aselsan (Turkey), Wellracom Megahjaya, and LEN (Indonesia). Joint development of R&D in making medium tanks (IFV - Infantry Fighting Vehicles) between FNSS (Turkey) and Pindad (Indonesia). Cooperation Other defense industries joint development in the medium tank of 30 tonnes 105mm turret. Indonesia and Turkey have also signed an MoU between Turkey Aerospace Industries (TAI) and Dirgantara Indonesia (DI) in the development of N219, N245, upgrading CN235 digital cockpit and drone development.

An Embodiment of Indonesian Weapon System Self-sufficiency

This study analyzes that a country with strong weapon systems capability is by trying to be independent. Law No. 16 the Year 2012 defines the defense industry as a national industry consisting of state-owned enterprises and private-owned enterprises both determined by the government to partially or wholly produce defense and security equipment, maintenance services for strategic interests in the defense and security sector located in Indonesia region. Seen from this definition, that the government provides an opportunity for the private sector to be involved in the military technology development effort to meet the domestic weapon system. Besides this type of tank is one of the seven programs that have been launched by the Defense Industry Policy Committee (*Komite Kebijakan Industri Pertahanan/KKIP*). Based on the concept put forward by Krause in Amrullah (2016), in developing

the defense industry, especially in the Harimau medium tank project, Indonesia and Turkey are types of adapters and modifiers. This is because this type of Harimau tank is a renewal of a tank that already exists in the world.

The Kaplan (Turkey) or Harimau (Indonesia) medium tank project design and development contract by FNSS-Turki and PT. Pindad-Indonesia, was signed in 2014 with some different phases, including research and new technology development, final product development, production, services, and platform and system deactivation. Companies that comprise the defense industry have a role to play in each step of this process. Traditionally focused on R&D and production. The experience of PT. Pindad and FNSS have become the technical basis for completing collaboration in the development of military technology. Harimau medium tank with a diesel engine, the automatic transmission system weights 30-40 tons. With a smaller size compared to tanks in general, this medium tank has a size of 7 meters x 3.2 meters x 2.7 meters, capable of loading three personnel, consisting of a rudder, gunner, command. The joint production of this medium tank was also featured in Cilegon's Army Day Parade on October 5, 2017. The Tiger Classification Tank is an armored platform with a flat, a combination of track, track, armor, and weaponry. The Harimau tank, for example, is referred to as a mobile gun system (MGS) because it transports heavy weaponry on a flat track.

Based on the neoliberalism paradigm, it explains to contain conflicts and change the behavior of the State. Neoliberalism believes that every country involved in cooperation must benefit. The concept of profit in neoliberalism is known as absolute gains. The concept of absolute gain does not see the difference in the number of results of the cooperation carried out (Tarzi, 2004). Based on the information obtained from the informants in addition to the trust of the two countries to reduce conflict, the goal of the weapon system's self-

sufficiency through defense industry cooperation is to gain profits. In line with the theory of neoliberalism which emphasizes getting absolute gains, the informant for this research, a Vice President (VP) of the Department of Development and Innovation Division from PT. Pindad, also explained that medium tanks will be marketed in different regions where Indonesia can promote the medium tank in Asia, while Turkey in the Middle East and Europe. Therefore, the economic factors are also the triggering factors for cooperation in the defense industry to help to realize the self-sufficiency of defense and security of the two countries.

Following the information conveyed by the informants in the section on the research findings, understanding the embodiment of weapon system self-sufficiency refers to the self-sufficiency of a defense industry company capable of manufacturing weapon systems for domestic users. In the context of what was written in Law No. 16 of 2012, the self-sufficiency of weapon systems can also mean that the country is no longer reliant on weapon systems. Several informants, however, stated that the breakeven point at which the country was able to reduce defense equipment imports and conduct bilateral cooperation with other countries, principally through offset and technology transfer, demonstrated the defense equipment's self-sufficiency.

Unlike neorealists, who explained that each country made a variety of efforts to achieve one of them through defense cooperation, each country made a variety of efforts to achieve one of them through defense cooperation. The defense industry cooperation paves the way for Indonesia to achieve future self-sufficiency in the defense sector, particularly medium tanks. Defense industry capability enhancement is accomplished through technology transfer and offset efforts, making it critical to achieve defense industry cooperation. The cooperative efforts in the form of joint production and development are expected to ensure that Indonesia not only

manufactures but also develops and starts selling medium tanks in the future.

CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

The results of this study conclude that defense diplomacy between Indonesia and Turkey in the joint production of Tiger medium tanks has been "successful". the driving force behind Indonesia-Turkey defense diplomacy is the formation of a joint venture with the Tiger tank, namely equality. Indonesia and Turkey have the world's largest moderate Muslim populations.

On the other hand, in the absence of conflict, this resulted in the establishment of the principle of mutual trust, which enabled Indonesia and Turkey to collaborate in the defense industry, sharing experiences and costs to jointly produce the Harimau medium tank. Additionally, Turkey and Indonesia share the same geographic relief but have never produced a type of medium tank, highlighting the principle of a mutual need for medium tank production. Additionally, the business principle is that each country owns market value. Turkey is a significant player in the European defense industry, while Indonesia dominates the Asian region, particularly Southeast Asia.

From the results of this study, it can be concluded that Indonesia's defense diplomacy strategy in developing the Harimau tank in collaboration with Turkey is to synchronize foreign and domestic policies, such as the Transfer of Technology (ToT). The ratification of Law No. 19 the Year 2014 concerning the Indonesian and Turkey defense industries demonstrates the success of Indonesia's defense diplomacy strategy in the field of defense industry with Turkey. This legal foundation resulted from defense diplomacy, specifically the existence of the Memorandum of Understanding on joint production with Turkey. Additionally, the defense diplomacy strategy evaluates

diplomatic relations and optimizes strategies at the level of the Indonesian Ministry of Defense and Turkey (G to G), as well as Pindad and the FNSS (B to B). Thus, research indicates that Indonesia's defense diplomacy activities are increasingly focused on defense industry diplomacy as a result of CBM-level defense diplomacy activities.

In particular, defense industry cooperation and other joint production patterns in weapon systems, Indonesia, and Turkey's defense diplomacy success can be used as a model for other countries. Other defense cooperation opportunities with Turkey can be explored by Turkey and Indonesia to increase their defense diplomacy at the CBM level. More than just the joint production of Harimau tanks, the establishment of the defense industry will have a multiplier effect on employment, economic growth, national welfare, and pride in the nation in international forums.

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