

ARRANGEMENT OF THE POSITION OF DIVISION COMMAND FOR HIGHER OFFICERS IN THE MONUSCO UNITED NATIONS MISSION IN THE FRAMEWORK OF STRENGTHENING INDONESIAN DEFENSE DIPLOMACY

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ABSTRACT

Based on the phenomenon, the problem is that the defense diplomacy executing agency has done the best in the United Nations for all missions. However, it creates a gap because there is one mission whose Division Commander has never been served by the TNI, namely MONUSCO. The formulation of research problems on the effect of strengthening Indonesia's defense diplomacy on the arrangement of the position of Division Commander at the United Nations on the MONUSCO mission for TNI High Officers? Basis for Resolution 1925/2010 MONUSCO, Permenlu No.1 / 2017 Roadmap 4,000 peacekeepers, Preamble of the 1945 Constitution, Indonesian Foreign Policy, Law No.34 / 2004 OMSP TNI, Skep Commander TNI No.4 / I / 2007 PMPP TNI. "The sending of UN troops is a real example of a global partnership (Retno Marsudi: 2019). The achievements of Indonesia's 2020 foreign policy and the priority direction of diplomacy in 2021 continue to contribute to world peace and stability. Indonesia's participation in the World peace mission seeks to carry out defense diplomacy, strengthen human resources professionalism and the performance of the TNI". The research sample consisted of PATI TNI, PMPP, Kemnhan, Kemenlu. The qualitative method of sampling is simple random sampling. Data were collected by means of a questionnaire. This study uses the foundation of Frank Jeffkins (2003) image theory, United Nations Peacekeeping concept, diplomacy theory. Qualitative descriptive research method. The hypothesis is that the position of the Division Commander of the TNI High Officer will enhance the good image of the TNI in the eyes of troops from other countries as an armed force capable of producing professional, performance and ethical personnel and upholding peace. The objective of the practical aspect as input from the leadership of the government, Ministry of Defense, Ministry of Foreign Affairs, TNI Headquarters, PMPP includes strengthening Indonesian defense diplomacy on the arrangement of the position of the MONUSCO Division Commander for

TNI High Officers as well as matters relating to the provision of supplies or preparations as well as the task force for TNI personnel to serve at the United Nations. implemented by PMPP TNI Headquarters.

KEYWORDS: Setting the position of Division Commander, Strengthening defense diplomacy, professionalism and performance of the TNI, MONUSCO.

1. INTRODUCTION

An opportunity as well as an opportunity for the TNI to have a professional army posture that has technical and strategic capabilities that are strongly supported by coordination and management between stakeholders to accelerate the desired changes in the TNI in terms of structure and composition, modernization of equipment, troop readiness and resilience to regulate the level of operational activities. to achieve military objectives that support foreign policy. The recognition of the capability and reliability of the TNI by the wider world community is the main capital for the role of the TNI as a reflection of the Indonesian nation's ability to maintain balance and stability in regional security. The success of peacekeeping operations for the TNI is the success of the TNI in utilizing and working on soft power in a systematic, massive and structured manner with the success of optimizing coordination between existing stakeholders in carrying out the implementation of the peacekeeping mission.[1]

The speed and accuracy of the Indonesian government to seize this opportunity is highly dependent on the political will of the government. The Government of the Republic of Indonesia sees opportunities as well as reciprocal opportunities in carrying out the task of world peacekeeping operations with a different pattern from the delivery of previous peace missions. The difference is the demand for the UN with a large number of personnel, the ability to adapt to the multidimensional role of more complex operations, the expected personnel capabilities and the speed of troop deployment with the new standards and rules of engagement set by the UN. Regarding the use of TNI forces in OMSP, its relationship with the sending of UN troops from Indonesia which has now reached Rank 8 and the implementation of the achievement of 4,000 Indonesian peacekeepers in maintaining world order and peace.

"How to strengthen Indonesia's defense diplomacy and bargaining for Indonesian Foreign Policy so that it is not only sending the UN World Peacekeeping Forces, but how the filling of positions in the MONUSCO Force Commander can be achieved? According to Tahan S.L Toruan that, this is related to several reasons including:

1. Filling the position of Force Commander United Nations is alternately from various countries in the world,
2. The position given to Indonesia is not always filled on a good occasion, so that this opportunity is wasted due to inappropriate personnel reasons or not in accordance with the capabilities or competencies requested by the United Nations.
3. The relevant personnel according to the rank of High Officer are not interested in the position,

4. Even though this is a political bargaining that can increase Indonesia's bargaining value in the international world and so that it can be taken into account in the implementation of UN tasks. Moreover, if the task is successful, the reputation of the United Nations will be lifted and the country that sent its high-ranking officers will also be raised.
5. There is a need for a Roadmap for the Ministry of Defense of the Republic of Indonesia and the Ministry of Foreign Affairs and the TNI in the future. There must be a roadmap, so that all the given positions must be filled in other UN Task Force posts. So that personnel who are interested in the Roadmap, there is a concept and a way for planning and it is important for personnel who are interested in participating in the assignment selection will be helped. So it is necessary to have a policy so that it is clear that Indonesia's involvement is not only in sending troops, but also in the leadership strata or TNI high-ranking officers, thereby bringing political bargaining and bringing the good name of the Indonesian nation in the international world.

And Ian Montratama agrees with the statement that, the position of the Division Commander of the TNI's High Officers will improve the good image of the TNI in the eyes of troops from other countries as an armed force capable of producing professional, performance and ethical personnel and upholding the peace of the United Nations.[] It has been recorded that the strength of the TNI in UN missions in various parts of the world has proven that as part of the world community it plays an active role in participating in world peace in the Preamble of the 1945 Constitution in the fourth paragraph which reads "to participate in carrying out world order based on independence, eternal peace and social justice"[]. Likewise, Law No. 34 of 2004 concerning the TNI in Article 20 paragraph 3 emphasizes the use of TNI forces in the context of the task of world peace (OMSP).[] The opportunity for the Garuda XX Contingent, which at that time was Monuc, later turned into Monusco, who was a member of the TNI Engineers Company's World Peacekeeping Force, is an honor for the nation and state to take an active role in creating world peace through the TNI Engineers Company's activities.[] The conflict in Congo has been going on for a long time and has never been resolved until now. Conflicts in Congo have occurred several times and have experienced dynamics over a very long period of time. It is even recorded that during the conflict there were 2 wars in the Congo involving other African countries. Congo War I 1996-1997 and Congo War II 1998-2003. The number of victims who have fallen since the end of the Second Congo War in 2003 has reached 5.4 million.[2]

The UN Peacekeeping Force, also known as the peacekeeping force, is a force under the command of the UN Security Council through the Department of Peacekeeping Operations. This peacekeeping force is sent by the UN Security Council with the general task of maintaining and overseeing the peace process in UN member countries. These troops serve in the targeted country or region based on the mandate given by the UN Security Council. The war in the Congo is one of a series of conflicts that took place in the Democratic Republic of the Congo or RDC, formerly known as Zaire. The period of the Congo war can be categorized into Congo War I (1996-1997) and II (1998-2003). Although it can

be said that the Congo war was a war between tribes, Hutu and Tutsi, but at least 8 countries were saved in this conflict. Therefore, this war is recorded as the biggest war that occurred in Africa.

In 2010, the UN Security Council decided to change the name of MONUC to MONUSCO (Mission de l'Organisation des Nations unies pour la stabilisation en République démocratique du Congo.[3]. Through UN Security Council Resolution No. 1925. In December 2010, MONUSCO became the largest UN peacekeeping operation with more than a quarter of UN peacekeeping personnel deployed in the Democratic Republic of the Congo. TNI's achievements in sending UN Peacekeeping Forces are appreciated and taken into account by the international community because their professionalism has always been Rank 1 in sending UN Peacekeepers including Rank 1 in sending Engineering Companies or Indo Eng-coy in Congo-Africa. This is in accordance with the PMPP TNI Commander's statement, "Indonesia has made a proud achievement in carrying out the mission to maintain world peace. Based on the UN report, Indonesia ranks 8th out of 177 countries that have sent the most peacekeepers in the world. Besides Indonesia, the top 10 lists include countries such as Bangladesh, Rwanda, Pakistan, India, Nigeria, Ethiopia, Jordan, Ghana, and South Africa. Indonesia will increase its personnel in UN PKO to 4,000 peacekeepers and hopes that Indonesian officials will eventually be able to hold higher and more important positions in the 64 UN PKO missions.

2. Research Method

This research was conducted with a qualitative approach. This methodology is defined as a research that departs from assumptions and the use of a theoretical framework that discusses the meaning of an individual or group that is considered a social problem. In qualitative research, the data is analyzed primarily inductively, and then the meaning is interpreted by the researcher. The results of qualitative research are patterns or themes that are built from studies of a research problem that are channeled in the form of reflections from researchers' aspirations, complex descriptions and interpretations of an issue, library enrichment to demands for emancipation and change, all of which indicate the virtue of conveying complexity of a situation (Creswell & Creswell, 2018, p. 3; Creswell & Poth, 2018, p. 35).[4] Qualitative research is carried out when a problem is explored or wants to gain a thorough and in-depth understanding of an issue. The researcher becomes the key instrument and research guide (reflectivity), the findings depend on the context, and the researcher will face many interpretations and meanings from the informants. Likewise in this research, before formulating how the defense diplomacy strategy is relevant for Indonesia in responding to the arrangement of the positions of the United Nations Division Commander of the MONUSCO mission in the Democratic Republic of Congo. In the end, the complexity of the phenomenon.

The research sample consisted of PATI TNI, PMPP, Ministry of Defense, Ministry of Foreign Affairs. The qualitative method of sampling is simple random sampling. Data was collected by Questionnaire. This study uses the theoretical basis of defense diplomacy, Frank Jeffkins's (2003) image theory, the concept of United Nations Peacekeeping. Qualitative descriptive research method. The hypothesis is that the position of the Division Commander of the TNI's top officers will improve the good image of

the TNI in the eyes of troops from other countries as an armed force capable of producing professional, performance and ethical personnel and upholding peace. The purpose of the practical aspect as input from government leaders, the Ministry of Defense, the Ministry of Foreign Affairs, TNI Headquarters, PMPP includes strengthening Indonesia's defense diplomacy towards setting the position of the MONUSCO Division Commander for TNI High Officers as well as matters relating to the organization of debriefing or preparation as well as the Prasatgas TNI personnel who will serve in the United Nations. carried out by PMPP TNI Headquarters.

Data collection and analysis According to Soegiyono (2013), the source of qualitative research data is the display in the form of spoken or written words observed by researchers, and objects observed in detail so that the meaning implied in the document or object can be captured. . The source of the data must be original, but if the original data is difficult to obtain, then a photocopy or copy is not a problem, as long as strong validation evidence can be obtained.[5]

The final result of qualitative research not only produces data or information that is difficult to find in quantitative research methods, but also must be able to produce meaningful information, even hypotheses or new knowledge that can be used to help solve problems and improve human life. Data collection is done through literature study. Discussion of problems and analysis is carried out through an in-depth library process, which is then compiled into comprehensive and in-depth reports and analyzes. Data collection techniques are the most strategic step in research, because the main purpose of research is to obtain data. Without knowing the data collection techniques, researchers will not get data that meets the data standards that have been set.

Data collection can be done in various steps and rules, various sources, and various ways. When viewed from the data source, data collection can use primary sources and secondary sources. Primary sources are data sources that directly provide data to data collectors, and secondary sources are sources that do not directly provide data to data collectors, for example through other people or through documents.

3.1 Result and Discussion

3.1 Theory Basic

On the basis of this theory will be explained about various theories and concepts that are relevant to the theme and title of the research that is used as a tool to analyze research problems. The theories and concepts used relate to the concept of Indonesian defense diplomacy, Jeffkins' image theory, Indonesian Foreign Policy, the United Nations Monusco mission, TNI professionalism and performance, and the arrangement of positions in the United Nations. The following is a further explanation of each of these theories and concepts that will be used in this study. The researcher conducted several searches of the literature relevant to the research topic.

3.1.1 Neorealism Paradigma

To analyze MONUSCO's peacekeeping efforts in the conflict in the Democratic Republic of the Congo, the author uses the major theory used in this study, namely the neo-realism Defense Diplomacy Theory, the theory supporting the Strategy theory and the theory of public communication. According to the opinion of world expert Morgenthau (1948) in his book *Politics Among Nations* "the international order has always been in a state of anarchy and conflict", emphasizes the importance of negotiated conflict resolution efforts. According to Thomas Diaz, "conflict" is a dispute between two people or groups who fight for certain needs, ideas, values or goals.

Meanwhile, Charles A. Beard[16] (1966), argues that the National Interest is the idea of the rise of the nation state as a form of interrelated modern political association. Since 1960, Indonesia has sent Garuda troops to Congo and has invested in developing the capacity of Congolese institutions, civil society organizations and communities to help them prevent conflict, consolidate peace, and restore livelihoods. But until now in the Congo there are still conflicts and no progress has been made in the Congo itself. It even made Congo worse off. African countries are also affected by conflicts in the Congo, namely Uganda, Rwanda and Somalia. The dispatch of the Garuda Troops until now Konga XX-Q is an answer to Indonesia's participation in its active role for world peace, especially in Congo as stated in the Preamble of the 1945 Constitution, paragraph 4 which reads "to participate in carrying out world order based on independence, Eternal peace and social justice". Likewise, Law No. 34 of 2004 concerning the TNI in article 20 paragraph 3 emphasizes the use of TNI forces in the framework of the task of world peace (OMSP).[19] The UN Task Force from Indonesia has always been successful and has received sympathy from the public and any country in the world because of the professionalism and neutrality of the Republic of Indonesia. January 2018: point (4) Strengthening cooperation with friendly countries with the aim of developing capacity and increasing the active role of the TNI in Peace Keeping Operations, as a form of defense diplomacy.

3.1.2 Indonesian Foreign Policy

After the end of World War II 1945, the international world seemed to be divided into two major powers, namely the Western Block led by the United States and the Eastern Block of the Soviet Union. The two blocs have different interests, so disputes and global competition often arise which are called the Cold War. They are trying to instill their influence in various worlds including Indonesia.

Foreign policy is part of the concept of national interest, as well as the sending of World Peacekeepers is part of the interest and foreign policy. National interest is a concept that we often hear and talk about in studies or international relations. All countries have their own national interests. This is the basis in the preparation of its foreign policy policy. So that the national interest greatly influences the foreign policy of a country, including Indonesia. Morgenthau argues that, national interest is the minimum ability of a state to protect and defend its physical, political and cultural identity from interference from other countries. While the opinion of Paul Seabury that, the definition of national interest through two points of view, namely:

1. Descriptive which has the meaning as a goal that must be achieved by a country permanently through government leadership.
2. Normatively, national interest is a collection of ideals of a country which the country seeks to achieve by way of dealing with other countries.

"In order to have strong principles and guidelines, then on September 2, 1949, the then Vice President of the Republic of Indonesia, Mohammad Hatta, issued a statement regarding Indonesia's foreign policy, namely a free and active foreign policy.

The concept of a free and active foreign policy has the meaning of being free in the sense that the Indonesian nation does not take sides with forces that are contrary to the nation's personality (Pancasila). While active in carrying out foreign policy do not be passive on international events. In line with the concept of a free and active foreign policy and in the context of realizing national goals as stated in the fourth paragraph of the Preamble of the 1945 Constitution: "...to participate in implementing world order based on independence, eternal peace, and social justice...", the Indonesian people take part in world peace. The role of Indonesia in World Peace is carried out in several ways: In the book Social History by Tugiyono it is stated that Indonesia's role in world peace includes:

1. Sending a Garuda Indonesia Contingent
2. The role of Indonesia in other world peace, namely with the countries of Egypt, India, Yugoslavia, and Ghana, became the pioneers of the establishment of the Non-Aligned Movement (NAM). The Non-Aligned Movement tried to ease world tensions and create world peace, which at that time (1960s) was threatened by the cold war between the Western and Eastern Blocs.
3. Participate actively in helping to resolve the conflict in Cambodia by sponsoring the Jakarta Informal meeting (JIM I) in June 1988. This activity succeeded in finding important problems in resolving the conflict in Cambodia, namely the withdrawal of Vietnamese troops from Cambodia and efforts to prevent the return of the Pol Pot regime which committed many massacres of the Cambodian people.
4. International Relations. In his book "Surely Pancasila and Citizenship Education Can Be Done by the Ganesha Team, it is stated that Indonesia's role in world peace is through International Relations. That the sending of the UN peacekeeping troops to the Garuda Indonesia contingent is part of defense diplomacy as stated in the opening of the 1945 Constitution, paragraph 4. Several expert opinions regarding the assignment of the Garuda Indonesia contingent in its efforts to fill the position of Monusco force commander are as follows:
 - a. Major General TNI (ret.) Dr.Tahan SL. Toruna that, in relation to the use of TNI forces in OMSP, its relationship with the sending of UN troops from Indonesia which has now reached Rank 10 and the implementation of the achievement of 4,000 Indonesian peacekeepers in maintaining world order and peace. How is Indonesia's political strategy and bargaining so that it is not only sending the UN World Peacekeeping Forces but also how to fill positions in the force.

MONUSCO Commander can be achieved? the answer is that this is related to several reasons including:

1. Filling the position of force commander is alternated from various countries.
2. The position given to Indonesia is not always filled on a good occasion, so this opportunity is wasted due to personnel reasons that are not appropriate or not in accordance with the abilities or competencies requested by the United Nations.
3. The relevant personnel according to the rank of High Officer are not interested in the position.
4. Even though this is a political bargaining that can increase Indonesia's bargaining value in the international world and so that it can be taken into account in the implementation of UN tasks. Moreover, if the task is successful, the reputation of the United Nations will be lifted and the country that sent its high-ranking officers will also be raised.
5. There is a Roadmap for the Ministry of Defense of the Republic of Indonesia and the Ministry of Foreign Affairs and the TNI in the future. There must be a roadmap, so that all the given positions must be filled in other UN Task Force posts. So that personnel who are interested in the Roadmap, there is a concept and a way for planning and it is important for personnel who are interested in participating in the assignment selection will be helped. So it is necessary to have a policy so that it is clear that Indonesia's involvement is not only sending troops, but also at the leadership strata or high-ranking officers, thereby bringing political bargaining and bringing the good name of the Indonesian nation to the international community. The grand strategy in carrying out our United Nations activities must be discussed with the destination country: (1) What aspects (2) What kind of involvement are we in (3) Budgeting (4) The ability of the country itself (5) The need for the country to refuse, so this is very important. diplomatic support relations to the UN and to the country concerned.

b. Prof. Anak Agung Banyu, What I know is that the arrangement for the position of Commander is the authority of the United Nations, UNSC and MONUSCO itself. Why is it that in the MONUSCO mission, the TNI High Officer has never had a turn, to answer that question, of course, one must directly ask the UN, UNSC and MONUSCO itself regarding decision making at the UN level. (Prof. Banyu :2021).

c. Dr. Ian Montratama, I think it's more management. It would be better to be sharper in the effort to appoint TNI officers as Brigade Commanders/United Nations Troops Division as part of Indonesia's defense diplomacy strategy. The position of the Divisional Commander of TNI officers will improve the good image of the TNI in the eyes of troops from other countries as an armed force capable of producing professional personnel. Ethical and uphold peace. More to the image (image) of the position of the Divisional Commander for the UN troop sending country. The theoretical basis is the image theory of Jeffkins (2003) and the theory / concept of UN Peacekeeping. (Ian Montratama :2021)

d. Colonel Arh Munif Prasajo Zaini, S. IP who had served as Milobs UNAMSIL United Nations Mission in Siera Lione 4th mission from Indonesia in 2002-2003 argued that, why have we never had a turn in the position of Force Commander Monusco due to lack of experience in the UN forces? If a country is openly sending troops to the United Nations, then there are those who have experience starting with First Officers (Pama), Intermediate Officers (Pamen) on missions. So, he deserves to be Pati (TNI High Officer) on a mission. Well, if you just want to be a commander, it's difficult. The curriculum vitae is lost. The TNI is known for its territorial capabilities, which makes the people in the area of operation happy. But if you look at the United Nations SOP, we have violated many provisions. As a UN troop, if I'm not mistaken, you shouldn't be close to the people, unless you're on duty. But we are the opposite. Maybe this is also an assessment from HQ United nations. Likewise, this is also a tough part of Kendal to penetrate, my experience of British Milobs is like it's unwritten huh. But the practice is like that. Milobs can be placed as they wish. British Milobs can also directly communicate to the main force using satellite phones. Once, my friend Milobs, suddenly became a trainer for the Sierra Leone Army (IMATT), it turned out that this country was a former British colony. Yes, Leaders of most of them and their cronies, including Pakistan and Bangladesh and even Malaysia. So, there must be a big country's role. (Munif: 2021).

e. United Nations Secretary General Bang Kii Mon, Former Commander of the Indonesian Peacekeeping Mission Center (PMPP), Major General Imam Edy Mulyono, were appointed by United Nations Secretary General Ban Ki-moon as commander of United Nations forces in Western Sahara. This was stated by the Permanent Representative of the Republic of Indonesia to the United Nations, Ambassador Desra Believe, after receiving a copy of the UN Secretary General's letter to the President of the UN Security Council, Ambassador Maria Cristina Perceval from Argentina. Officially, Major General Imam Edy Mulyono was appointed by Ban Ki-moon as Force Commander (FC) at the United Nations Mission in Western Sahara, namely the United Nations Mission for the Referendum in Western Sahara (MINURSO). Imam Mulyono will replace Major General Abdul Hafiz (Bangladesh) and lead about 236 UN personnel consisting of military and police components from at least 33 countries for three years. "The appointment of Major General Imam Edy Mulyono is fully supported and welcomed by all members of the UN Security Council, and the Government of Morocco as the host country of MINURSO," this reflects the UN's high confidence in Indonesia's important role and contribution as one of the main Troop Contributing Countries in various Peacekeeping missions. United Nations." "The role, contribution and performance of the Indonesian troops, the Garuda Contingent, in the seven UN PKO missions, namely UNIFIL, MINUSTAH, UNAMID, UNMISS, UNMIL, MONUSCO, and UNISFA, are highly appreciated by the international community, government and local communities, MINURSO is a The UN Peacekeeping Mission was established based on UN Security Council resolution 690 of 1991. The establishment of the mission in Western Sahara was in line with the agreement between the Government of Morocco and the Frente Popular para la Liberacion de Saguia el-Hamray de Rio de Oro (Frente Polisario) group reached in August 30, 1988.

According to the opinion of Prof. Makarim Wibisono, that the spirit of Multilateralism, according to the body of the United Nations, aspects of international relations are organized in such a way that they are in accordance with the United Nations Charter for Peace, Mission and Stability. The objectives of the United Nations are (1) To maintain international peace and security (2) To develop friendly relations between nations based on the principle of equality and respect for the rights of each country (3) To achieve cooperation (4) To make the United Nations the center of international activity in achieving organizational goals in a harmonious and match.

Observations of Secretary General Javier Peres de Cueller (1986), the issue of agreement regarding what has occurred from the past until now within the body of UN member organizations. There is a problem what is going on in the world but there are not advertising commitments that they agreed on beforehand making it a very important issue to have a meeting fix this. Otherwise, it will not be able to solve the problem.

Foreign Policy in its concept is a policy that must be determined and is a decision that must be taken by the government of a country or other political community in relation to other countries and non-state actors in the international world. Holsti argues that foreign policy is an action or idea designed by policy makers to solve problems or seek a change in the environment, namely in the policies of attitudes or actions of other countries.

Mark Amstutz's opinion, defines foreign policy or policy "as explicit and implicit actions of government officials designed to promote national interests outside the territory of the state". According to Walter Carlsnaes, foreign policy is actions directed at goals, conditions and actors (both governmental and non-governmental) who are outside their territory and who they want to influence.

So, I can emphasize that foreign policy, including Indonesia's, is a concept used by the government or non-government to plan and commit to be a guide in dealing with other parties in the external environment. In this case, how Indonesia's foreign policy has occurred to diplomacy and negotiations with other countries and the United Nations in getting the opportunity to fill the position of MONUSCO Divisional Commander, which so far has been the atmosphere where the TNI is located in the TNI High Officers, but has not had the opportunity for the Division Commander at MONUSCO.

3.1.2 Strategy Theory

Etymologically Strategy comes from the Greek "Strategos", Strategy was used during the 18th century, 31st. Whereas in a narrow sense as a general art, the art of organizing troops. Military strategy is concerned with planning and executing campaigns of troop movement and deployment, and deception of the enemy. Carl Von Clouswitz (1831) as the father of Modern strategy, defines military strategy as the work of fighting to get the end of the war. Lindell Hart's definition emphasizes fighting. Defines strategy as the art of distributing and implementing military means to meet policy objectives. Both prioritize political goals over military goals, ensuring military civilian control. Strategy can be

interpreted as a comprehensive approach related to the implementation of ideas, planning and implementing an activity within a certain period of time in a good strategy there is coordination of work teams, has a theme, identifies supporting factors that are in accordance with the principles of implementing ideas rationally, efficiently in funding, and have tactics to achieve goals effectively. Strategy is distinguished from tactics in that it has a narrower scope and shorter duration, although people usually confuse the two words. Strategy is often associated with vision and mission, although strategy is usually more related to the short and long term. According to Clouswitz, military strategy is a policy carried out by military organizations to pursue desired strategic goals. Clouswitz states that military strategy is an end determined by politics and war is political survival by military means. Military strategy is in the form of fostering, developing, deploying and using all military forces and capabilities to support defense strategies in the context of safeguarding, protecting, and maintaining national interests. The development and use of the military is directed at the integration of the three forces (land, sea and air) without leaving the characteristics of the forces, both in joint operations and in the operations of their respective forces. Military strategy itself can be defined as a set of ideas that a military organization implements to pursue a desired strategic goal. According to world strategist clouswitz (1976), defines war as "an act of violence to force the enemy to do our will."

3.1.3 Defence Diplomacy Concept.

Diplomacy practices in the past, for example in ancient China and India, had the same view of relations between countries. In the Arthashastra, the Book written by Kautilya as a guide for the king to gain, protect and maintain his power, it is explained how diplomacy should work. According to Kautilya, diplomacy is "a subtle act of war, a series of actions taken to weaken an enemy and gain advantages for oneself, all with an eye towards eventual conquest". Then each country will compete to conquer other countries in order to achieve their respective national interests. War is the main choice, while negotiations are considered as a sign of the weakness of a country that can no longer survive in competition with other countries. According to Kautilya war is an extension of diplomacy carried out by each country. In 1815 various diplomatic activities, ranging from recruiting diplomatic representatives, drafting diplomatic procedures, establishing the Ministry of Foreign Affairs to the emergence of several meetings between countries, one of which was the convening of the Congress of Vienna in Austria. The Vienna congress was attended by several representatives of powerful countries in the European region. Countries that attended included Austria, England, France, Russia. Each representative tries to solve the political and territorial problems that are happening in the European region as a result of the Napoleonic wars. For the first time, a peace conference between countries was held with the aim of solving problems together. Furthermore, the practice of diplomacy is expanding to other areas. So that the practice of diplomacy continues. Since then, traditional diplomacy began. Traditional diplomacy is moving towards new diplomacy, where diplomatic activities are no longer focused on formal relations between countries but have begun to involve non-state actors, such as non-governmental organizations, traditional companies, media, public and others. So those diplomatic activities are not solely the responsibility of representatives

Diplomatic mission, the Minister of Foreign Affairs, or the Head of Government but can also be supported by the non-state actor and the results achieved can be much more optimal. It is clear that, Diplomacy does not only move in the first path (government to government), but moves in many paths (multi paths) because it involves other actors who are considered to have a strong role and to support the achievement of its national and foreign interests of a country. Without support from other channels, it will be difficult for the government to achieve its national interests. The relationship between actors is increasing, the instruments used by actors in diplomatic activities are increasingly varied. In the era of old diplomacy or traditional diplomacy, countries can use their economic, military and other resources to increase their power in conducting diplomacy. In RI Law No. 37 of 1999 concerning Foreign Relations. Articles 2 and 5 state that foreign relations are carried out based on Pancasila and the 1945 Constitution, foreign policy, national laws and regulations and international law and custom. Foreign Policy in Articles 3 and 4 states that Indonesia's foreign policy adheres to the principle of being free and active, meaning that foreign policy is not essentially a neutral policy, but a foreign policy that is free to determine attitudes and policies towards international issues and does not bind itself a priori. to a world power and actively contribute ideas or active participation in resolving conflicts, disputes and other world problems. All of this is for the realization of a sense of order and world peace based on independence, eternal peace and social justice as also stated in the preamble of the 1945 Constitution, paragraph 4.

Mohammad Hatta, the first vice president of the Republic of Indonesia, delivered his speech in front of BP KNIP 1948 in Yogyakarta. "But should we Indonesians who fight for the independence of our nation and country, only have to choose pro-Soviet or American? Is there no other position we should take in pursuing our goals? The government is of the opinion that the stance we must take is that we should not become objects in international political battles, but rather we must become subjects who have the right to determine our own attitude, have the right to fight for our own goals, namely a fully independent Indonesia." Indonesia's foreign policy is free and active as stated in the RI Law No. 37/1999.

According to Rodon Pedrason's opinion that, Indonesian defense diplomacy is all ways and strategies through various aspects of cooperation such as economic, social, cultural, political, defense and diplomacy so that countries can have friendly relations, can further cooperate with each other and the most important thing is increase trust. So that defense diplomacy is used as a means or tool to achieve the targets of Indonesia's foreign policy.

While Wingger argues that, "The Theory of Defense Diplomacy", explained that defense diplomacy is a way of using the military not for violence, such as exchange of officers, visits to warships, joint military exercises to achieve the international interests of a country. Andre Cootey and Foster Anthony define defense diplomacy as the use of the peacetime military as a tool for security policy and foreign relations.

Martin Edmons reinforces it with his opinion, the definition of defense diplomacy is the use of the military for operations other than war by utilizing training experience and discipline to achieve national interests both at home and abroad. Meanwhile, Syawfi stated, The success of implementing Diplomacy depends on diplomatic efforts carried out at the global, regional and bilateral levels. Defense diplomacy at the bilateral level plays a very important role. The success of a country's defense diplomacy strategy is a collaboration of defense and development diplomacy components. There are main characters of defense diplomacy: (1) Defense diplomacy for Confidence Building Measures (2) Defense Diplomacy for defense capabilities. (3) Defense Diplomacy for Defense industry.

3.1.4 Frank jeffkins Image theory (2003).

1) Image Theory (Image Theory) Frank Jeffkins in the book Public Relations, the definition of image in the context of public relations image is defined as "the right impression, picture, or impression (according to reality) on the figure of the existence of various policies, personnel, personnel or services of an organization. organization or company." Frank Jeffkins (2003) defines image as the right impression, picture or impression (according to the actual reality) regarding various policies, personnel, products, or services of an organization or company. Image is divided into:

1. Mirror Image (Shadow Image).

This image is attached to insiders or members of the organization – usually the leader regarding what outsiders think about the organization. In other words, the shadow image is the image held by insiders regarding the outside view of the organization. This image is often inaccurate, even just an illusion, as a result of inadequate information, knowledge or understanding held by those within the organization regarding the opinions or views of outside parties. In ordinary situations, the fantasy often arises that everyone likes us.

2. Current Image (Applicable Image).

The prevailing image is an image or view held by outsiders about an organization. This image is completely determined by the amount of information that those who believe in it have.

3. Multiple Image (Compound Image).

Compound Image is the existence of various public images of a particular organization caused by those who represent our organization with behavior that is different or not in tune with the goals or principles of our organization.

4. Corporate Image (Corporate Image).

Corporate image is the image of an organization as a whole, so it is not just an image of its products and services.

5. Wish Image.

The expected image is an image desired by the management or an organization. The image that is expected is usually formulated and applied to something relatively new, when the audience does not have sufficient information about it.

While the opinion of Soleh Sumirat and Elvinaro Ardianto, there are several components of image formation, including:

1. Perception, defined as the result of observing environmental elements associated with a process of meaning in other words. Individuals will give meaning to stimuli based on their experience of stimuli. This perception ability can continue the process of image formation. Individual perceptions or views will be positive if the information provided by the stimulus can meet individual cognition.
2. Cognition, which is a self-confidence of the individual to the stimulus, this belief will arise if the individual must be given sufficient information to influence the development of his cognition.
3. The existing motivation and attitude will move the response as desired by the stimulant. Motives are circumstances in a person's personality that encourage the individual's desire to carry out certain activities in order to achieve goals.
4. Attitude is the tendency to act, perceive, think, and feel in the face of objects, ideas, situations or values. Attitude is not behavior but is a tendency to behave with behavior but is a tendency to behave in certain ways, attitudes have the driving force or motivation, attitudes determine whether people should be for or against something, determine what is liked, expected and desired, attitudes contain aspects evaluative means that it contains pleasant or unpleasant values, attitudes are also taken into account or changed.

Likewise, Public Relations in relation to the public, must always organize messages so that the stimulus that is in the public will be well received in this case achieving a good image. So this can be illustrated in the chart below from the orientation of Public Relations, namely image building (building an image). Image formation model by Soemirat and Ardianto. Bill Canton argues that image is the impression, feeling, image of the public towards the company; an impression that is intentionally created from an object, person or organization. According to Alwi that the image can turn into a bad or negative, if later it turns out that it is not supported by actual abilities or circumstances. Philip Helslowe's opinion, Image is an impression obtained from the level of knowledge and understanding of facts (about people, products or situations). Meanwhile, according to Rhenald Kasali defines image as an impression that arises because of an understanding of a reality. Understanding itself arises because of the information.

Based on the explanation above, the writer understands that there are four components of image formation, namely perception, cognition, motivation and attitude. Perception is defined as the result of observing environmental elements where this perceptual ability can continue the process of image

formation by providing information to individuals to generate a belief. So, from this belief, a pro and contra attitude arises about the product, from that attitude a positive or negative image is formed.

2.1.5 United Nations mission MONUSCO

There is a mandate from the United Nations through the United Nations Security Council Resolution. The UN mandate was used by DPKO which accommodated the sending of UN troops. Before 1997, RI's membership was low, but after 1990, RI's membership increased after recognition from the United Nations.

1. DPKO operations based on chapter 6 of the UN Charter based on Peacekeeping. Mandate in case of conflict, only light weapons are provided.
2. Operations under chapter 7 of the UN Charter for peacemaking in the presence of heavy weapons. A case study in Sebrenika, Bosnia, the sending of UN troops with the mandate of chapter 6 of the UN Charter, there were those who chased the enemy with tanks or heavy weapons, and the commander of the troops there requested a change in the mandate to chapter 7 of the UN Charter. but it was not approved by the US even though the voting was 14 to 1. Finally, all UN troops were withdrawn from Sebrenika.... so that the Bosnians were shot dead by Serbia. Finally, we can see the case that 12,000 people died due to the impact of the UN which did not reach an agreement.

The Geopolitical Reality of the World is the need for an arrangement of positions in the United Nations with the views of some figures who argue that it is not reflected in the UN Security Council so that it needs to be adjusted and adapted to the UN Charter in Sanfrancisco. According to Russian President Dimiti 2009, the UN needs to adapt to the new geopolitical realities of the world. This happened when the United Nations was born in 1945 with 50 members now 193 countries, but the number of non-permanent members of the UN Security Council is only 15 countries. This is a big problem whose representation does not reflect the members of the UN Security Council broadly.

How will you approve an Agreement if you are not invited to the discussion meeting? UN Secretary-General Antonio Gueterez,

1. The existence of this peace is a result of negotiations which is strongly supported by the existence of solid evidence and correct facts of the process.
2. This issue becomes complicated and sometimes the existence of armed groups becomes even more difficult. Operate among themselves without consent.
3. This is now a problem in the world of digital technology and the large number of people who can make images and perspectives that make wars change. So the government inevitably has to be able to keep up with digital and technological developments.

There are 13 missions in Africa, Europe and Asia, all missions carried out by the United Nations directly if deemed unfit then ordering NATO to enter into the operation. Definition of Peacekeeping: efforts to maintain peace in particular preventing conflict, Overseas supervisors or milobs milstaf. The

United Nations carries out this task by preventing conflict, making peace. There is also PSO, Peace Support Operation explaining that international assistance is carried out to build peace and monitor, build peace and prevent conflict. The military culture has peace and mission and stability, the assumption is that the personnel carrying out the mandate are of the same uniform view, if the large unit is the Brigade, the military culture is growing rapidly, but if the company is usually dependent on the influence of past history, so it can be seen at the theatrical level. It's different if you're at the top level of the brigade.

2.1.6 TNI Profesionalisme

Theory of Professionalism according to Huntington (1957) in Syamsul Ma'arif's 2014 Quotation, that professionalism is related to the role of the military in society, the terminology of civil control. Civil control is synonymous with democratic government, while military control is synonymous with totalitarian government. Civil control is divided into subjective civil control and objective civil control. In subjective civilian control, civilian forces seek to maximize power (including at the expense of other civilian groups) and try to attract soldiers into civilian affairs for their interests, both political and economic interests. As for objective civilian control, what we are trying to maximize is the professionalism of the military itself by upholding four main points: (1) high military professionalism and recognition by military officials of the limits of professionalism in their field; (2) effective subordination of the military to political leaders who make key decisions on foreign and military policy; (3) acknowledgment and approval of political leaders on professional authority and military autonomy; (4) consequently, minimizing military intervention in politics and minimizing political intervention in the military.

The professionalism of the TNI as a troop is needed in carrying out duties at home and abroad. "The professionalism of the TNI according to the law is trained, educated, well equipped to deal with the preparation of missions that will be carried out at any time. Soldier professionalism can also be obtained from a number of exercises, further education, as well as the implementation of missions at home and abroad. Therefore, to improve the individual skills of each troop. This provision makes Indonesia as one of the participating countries in sending peacekeepers obliged to train its troops to be able to use all types of weapons proficiently. Sending Garuda troops is one way for the Indonesian government to improve military capabilities and Indonesia's foreign image as a form of Defense Diplomacy. Indonesia will also be able to train troops for free due to the reimbursement or reimbursement system sent to the United Nations. Strengthening the strength and increasing the professionalism of TNI personnel is carried out through the development of centralized, regional, combat units, combat assistance units and support units, as well as the implementation of individual training to joint TNI exercises.

2.1.7 TNI Performance

Rivai and Basri (2005) write that "performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards,

targets or targets or criteria that have been determined in advance and have been mutually agreed upon". Donnelly, Gibson and Ivancevich in the quote Rivai, et.al (2005) mention "performance refers to the level of success in carrying out tasks and the ability to achieve the goals that have been set, performance is declared good and successful if the desired goals can be achieved properly". The word performance is also referred to by Mathis and Jackson (2011) as "what employees do or don't do"

2.1.7.1 Performance Assessment Criteria

Performance appraisal criteria are an attempt to find out and obtain information on individual or team performance to meet performance standards in accordance with organizational strategy. To obtain these inputs, organizations can use three types of performance criteria, according to Jackson, et., al (2011), namely criteria based on personality, behavioral criteria and outcome criteria. Personality-based criteria focus on personal characteristics such as loyalty, reliability, communication skills and leadership. Behavioral criteria focus on how individual work is performed. The behavioral criteria include absenteeism, slowness, carelessness, trustworthiness, encouraging, encouraging change, creating collaboration and being customer-oriented. With Combining reciprocity of performance, this behavioral assessment will be very useful for employee development. The focus of the outcome criteria is on what is accomplished or produced rather than how the work is produced and completed. These assessment criteria cannot be effectively applied to individuals but rather to teams or work units. The weakness of the results of this assessment is to eliminate aspects of work and emphasize the results. For Mathis and Jackson (2011) in addition to the elements of quantity of results, quality of results, timeliness of results, attendance and ability to cooperate, important job criteria are included in performance appraisal.

2.1.7.2 UN Performance Konga MONUSCO Mission in Congo.

Drukcer quoted by Djokosantoso Moeljono stated that a leader is a human individual, while leadership is an inherent trait of him as a leader. Strategic leadership consists of a series of definitions of 2 (two) words, namely leadership and strategy. Hadari Nawawi in the book Education Administration said that "Leadership is the process of directing, guiding, influencing, controlling one's thoughts, feelings or actions and behavior." Leadership like this is a complex phenomenon and it is very difficult to express how it is in concrete form. Leadership is more about the process of a person's ability to influence, motivate, and make others willing to follow orders in achieving a goal of a particular institution or institution. According to Sudarwan Danim, "Leadership is all actions taken by individuals or groups to coordinate and provide direction to other individuals or groups who are members of a certain forum to achieve predetermined goals.

Visit of Force Commander Monusco Force Commander MONUSCO Letgen. Ricardo Augusto Ferreira Costa Neves from Brasilia (2021) at the Garuda Indonesia RDB Camp, I really appreciate the performance of the Kizi Konga XX-R/MONUSCO Task Force for their hard work and efforts to assist the Democratic National Army of the Congo in completing the military camp construction project. When inspecting the construction project of the military base of the Democratic National Army of the

Congo or known as the Forces Armées De la République Démocratique du Congo (FARDC) at the Central Operation Base (COB), Kididiwe, Democratic Republic of the Congo.

In developments related to the concept of performance there are several opinions from experts including: According to Mangkunegara (2000) states that the factors that affect performance include:

a. Ability factor

Psychologically, employees' abilities consist of potential abilities (IQ) and reality abilities (education). Therefore, employees need to be placed in jobs that match their expertise.

b. motivation factor

Motivation is formed from the attitude (attitude) of an employee in dealing with situations (situation) work. Motivation is a condition that moves self-directed to achieve work goals. Mental attitude is a mental condition that encourages a person to try to achieve maximum work potential.

Luthans argues (2006), performance is the quantity and quality of the work produced or services provided by someone who does work in the organization. Meanwhile, Fahmi (2011) provides a definition of performance as the results obtained by the organization during a certain period. Therefore, organizational performance reflects the level of achievement and achievement of predetermined targets as well as the success of managers or organizational leaders in managing the organization. And Mulyadi also views (2007; 337) organizational performance is the success of personnel, teams or organizations in realizing the strategic goals that have been set previously with the expected behavior. According to him (2010), performance is the ability to achieve organizational tasks by using resources effectively and efficiently including: (1) Human Resources, (2) All assets, (3) Capabilities, (4) Organizational processes, (5) Attributes company, (6) Information and knowledge controlled by the company.

According to Sembiring (2012:81), performance is defined as a description of the level of achievement of the implementation of activities, programs and policies by using a number of resources to achieve the goals that have been set. Based on some of these opinions indicate that to achieve maximum organizational work is to manage and utilize organizational resources properly.

1. Individual factors consisting of vision, values, philosophy, knowledge, nature, competence, career path, style and interests.
2. Organizational environmental factors consist of culture and climate, structure and system, industry maturity, strategic position of the organization, core competencies, and the larger context.
3. The job demand factor consists of the duties, functions and roles of each member in the organization. The theory of action and job performance indicates that the best performance (best fit) can be realized from the intersection of individual factors, the environment and the roles and tasks carried out by human resources, including leaders in an organization (Boyatzis, 2008).

According to the opinion of Yusniar Lubis, Bambang Hermanto & Emron Edison (2019: 26) "performance is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions, standards or agreements.

According to Bambang Wahyudi (2002: 101) "performance assessment is an evaluation that is carried out periodically and systematically about the work performance / position of a workforce, including its development potential". According to Henry Simamora (2004) "performance appraisal is a process used by organizations to evaluate the implementation of individual work"

According to Robert L. Mathis and John H. Jackson (2001: 82) the factors that affect the individual performance of the workforce, namely:

1. Their abilities,
2. Motivation,
3. Support received,
4. The existence of the work they do, and
5. Their relationship with the organization.

Basically, performance can be assessed which is a key factor in developing an organization effectively and efficiently, due to better policies or programs for human resources in the organization. In assessing individual performance, it is very useful for the dynamics of the growth of the organization as a whole, through this assessment it can be seen the actual condition of how a person's performance in this case is TNI soldiers.

Based on the understanding of performance above, the authors can conclude that performance is the quality and quantity of an individual or group work (output) in a particular activity caused by natural abilities or abilities obtained from the learning process and the desire to excel:

1. Quality

According to the KBBI Dictionary (20). Quality or quality is the level of good or bad or the level or degree of something.

2. Quantity

According to the KBBI the definition/meaning of the word 'quantity' in the Big Indonesian Dictionary (KBBI) is the number (of objects); amount of something.

3. Timeliness

Timeline according to KBBI is a chart that describes how a set of resources are used over time. If you're managing a software project and want to describe who's doing what and when, or if you're setting up a conference and need to schedule a meeting room, a timeline is often a reasonable visualization option. One of the popular types of Timelines is the Gantt chart or what we call the Gantt

Chart. Gantt Chart is a kind of bar chart (Bar Chart) that is used to show the tasks on the project as well as the schedule and execution time, such as the start time of the task and also the time limit used to complete the task in question. The person or department assigned to complete the Tasks in the project should also be listed in the Gantt Chart.

4. Cost Effectiveness

Effectiveness in the Big Indonesian Dictionary comes from the word effective which is defined by: a) there is an effect (there are consequences, influence, there is an impression), b) efficacious or efficacious, c) can bring results, be effective (effort, action) (Great Dictionary Indonesian, 2005: 284). Effectiveness is related to how an organization or institution manages to obtain and utilize resources in an effort to realize operational goals (Mulyana, 2009: 82). In Mahmudi's opinion defines effectiveness, as follows: "Effectiveness is the relationship between output and goals, the greater the contribution (contribution) of the output to the achievement of goals, the more effective the organization, program or activity" (Mahmudi, 2005:92). Effectiveness focuses on outcomes, programs, or activities that are considered effective if the output produced can meet the expected goals or is said to be spending wisely. Furthermore, according to Stoner (in Darsono & Siswandoko, Tjatjuk, 2011: 196) explains effectiveness is a broad concept that includes various factors inside and outside the organization, which are related to the level of success of the organization in an effort to achieve organizational goals or objectives.

3.7 Discussion

Indonesia's role in the United Nations is very large, as said by Indonesian Foreign Minister Retno Marsudi, sending UN troops is a real example of global partnership (Retno Marsudi: 2019). The Minister of Foreign Affairs highlighted the achievements of Indonesia's foreign policy in 2020 and the direction of diplomatic priorities in 2021 to continue to contribute to world peace and stability. Indonesia's participation in the World peace mission seeks to carry out defense diplomacy, strengthen human resources professionalism and the performance of the TNI as much as possible to overcome these gaps.[20]

The phenomenon of this research problem is that there is one mission in the United Nations where the Force Commander or Division Commander has never been served by a high-ranking TNI officer, namely the MONUSCO Mission Force Commander. Meanwhile, other missions in the United Nations have been held by officers from Indonesia. That the implementing agency for Indonesian defense diplomacy has carried out as optimally as possible in the United Nations for all missions, but it creates a gap because there is one mission that has never been held by a high-ranking TNI officer, namely MONUSCO. So researchers are very interested in conducting in-depth studies and analysis through a study. The topic that will be discussed in this research is the focus of MONUSCO's mission as the object under study. Currently, there are 10 high-ranking officers from other countries who have served as Commanders of the MONUSCO Division from several countries.

The list of commanders of the United Nations Division of the MONUSCO mission in the Congo is currently held by several countries as follows: No Name of Commander of State Division Year of Service.

- 1 Lieutenant General Mountaga Diallo Senegal March 2000-January 2004
- 2 General Samaila Iliya Nigeria January 2004-feb 2005
- 3 General Vicente Diaz de Villegas Spain 2005 Resigns
- 4 Sinegal gaye babacar Feb 2005-July 2010
- 5 Lt. Gen. Chander Prakash India July 2010- march 2011
- 6 Lt. Gen. Carlos Alberto dos Santos Cruz Brazil April 2013- Dec 2015
- 7 Lieutenant General Derrick Mgwebi South Africa Dec 2015- January 2018
- 8 Major General Bernard Commins France Jan 2018- June 2018
- 9 Lt. Gen. Elias Martins Filho Brasil June 2018- jan 2020
- 10 Lt. Gen. Ricardo Augusto Ferreira Brasil January 2020 to present

Likewise, Sutrimo's opinion is in accordance with the UN-PKO that Global power is very influential on the current world order, the national interests of those who have global powers such as, economy, military, and high technology, especially nuclear weapons, etc., greatly influence political, economic, etc. decisions on international organizations, especially the United Nations.

Currently the UN mission includes 14 sections: Monusco, Unifil, Unmin, Unomoz, Unimog, Unfrofor, Unyac, Unosm, Unikom, ICCS, Unef, Unoc, Monuc, Unamid. In this study the authors focus on the MONUSCO mission in the Democratic Republic of Congo. The Government of the Republic of Indonesia hopes that in the future there will be an opportunity and trust from the United Nations to place the position of Force Commander or Commander of the United Nations Division of the MONUSCO mission to TNI Senior Officers. Because once Indonesia through Lt. Gen. TNI (ret.) Rais Abin had been a UN Mission Commander or Mission Force Commander in the United Nations with his ability to have 7 languages and education abroad as well as his ability to establish good relations with soldiers abroad.



Fig.2 TNI Lieutenant General (ret) Rais Abin hands over the UN flag to the TNI Commander.

TNI Lieutenant General (Ret.) Rais Abin handed over the UN Flag he received from the UN Secretary General Kurt Waldheim in 1979 to the TNI Commander. The UN flag is a form of appreciation and pride from the UN Secretary General to Lieutenant General TNI (Ret.) Rais Abin as Commander of the United Emergency Force for 3 years in the UN World Peace Mission in the Middle East.

One of the historical points of peace in the Middle East is negotiations David's peaceful camp between Israel and Egypt September 17, 1979 assisted by US mediation under President Jimmy Carter. There is an Indonesian figure behind the peace process, namely Lt. Gen. (ret) Rais Abin. Prior to the camp david negotiation process, Rais abin was Force Commander of the UNITED Nations Emergency Forces (UNEF) II, Commander of the United Nations Peace Mission in Sinai from 1976-1979, which oversaw the Israel-Egypt Armistice. Rais Abin leads UNEF II which oversees 4,000 UN soldiers from Australia, Canada, Austria, Finland, Ghana, Indonesia, Ireland, Nepal, Panama, Poland, Senegal, Sweden. [6]

There is a strong indication that there has been a gap between Indonesian defense diplomacy and TNI professionalism with MONUSCO's performance and peacekeeping in the Democratic Republic of the Congo, the loss of opportunity for TNI Senior Officers to be entrusted with filling the position of MONUSCO Division Commander. The gap in the arrangement of the position of the MONUSCO Force Commander position, according to the opinion of Major General TNI Dr. I Gede Sumertha KY., PSC., M.Sc that there are political and regulatory elements from the United Nations. He was of the opinion that when participating in the Test selection as a Force Commander Monusco had reached the top 3 by representing Asia, advancing to New York at that time there were representatives of Africa, France and Asia, at the next test stage they were asked about French language skills in addition to English. In the end it was the French representative who was elected.

3.7.1 Efforts Made by the Government

The efforts made by the Indonesian government in achieving the goal of participating in maintaining world and world peace through the participation of sending UN peacekeepers in all missions, as well as Indonesia's efforts to maximize its position as a non-permanent member of the UN Security Council several years ago have very positive and positive values. elevating Indonesia's positive image in the international world. this will also create added value and the impression of an international state on Indonesia's efforts to occupy the Force Commander in the United Nations MONUSCO mission in the Democratic Republic of the Congo.

3.7.2 Government Efforts Related to the Readiness and Capability of the Indonesian National Army (TNI)

1. The government through the Ministry of Foreign Affairs encourages efforts to fulfill United Nations –Peacekeepers.
2. The government through the Ministry of Defense of the Republic of Indonesia and TNI Headquarters encourages the improvement of the competence and professionalism of the TNI as well as the performance of the TNI in carrying out the TNI's main tasks in OMSP (military operations other than war) in accordance with Law Number 34 of 2004 concerning the TNI in carrying out its duties and OMSP.
3. Increasing the role of PMPP TNI in an effort to prepare TNI personnel, both enlisted personnel, non-commissioned officers and TNI officers and high-ranking officers who are educated and trained as Standby Force personnel for overseas assignments as Peacekeepers and Division Commanders in the United Nations, especially on the MONUSCO mission.
4. Improve the competence of the candidates for high-ranking TNI officers to take part in English and foreign language education (Arabic, French, Mandarin, German) etc. The implementation of language training at the Indonesian Ministry of Defense language center, Jakarta.
5. Carry out Indonesian defense diplomacy efforts through the Minister of Foreign Affairs Retno Marsudi in the international world, especially lobbying for political diplomacy at the United Nations.
6. Maximum efforts in implementing Indonesia's foreign policy are free and active in the international world.
7. The Government of the Republic of Indonesia hopes that in the future there will be an opportunity and trust from the United Nations to place the position of Force Commander or Commander of the United Nations Division of the MONUSCO mission to TNI Senior Officers.
8. Carry out diplomacy well and maximize the UN representative in New York.
9. As well as encouraging Indonesia's defense diplomacy efforts with other countries, friendly countries and the international community with strategic partnership efforts, establishing good international relations and establishing cooperation in the ASEAN region and ASIA Pacific and internationally in an effort to seek support and sympathy for the efforts of the Indonesian Government in setting up the position of Force Commander. in the United Nations MONUSCO Mission.

10. That historical experience has been proven by Indonesia in efforts to participate in maintaining world peace and order by sending peacekeepers from the TNI in the Garuda I Troops in Egypt in 1959 and the Garuda II Troops in Congo in 1960. Indonesia which always ranks 1st in all UN missions in the international world. this can be used as an added value in the success of Indonesia which has always succeeded in carrying out the UN mandate and has received appreciation from the UN Security Council, UN Secretary General and the international community.
11. TNI troops, including troops who actively contribute to all UN missions, the existence and quality of the TNI have been recognized internationally, for example (1) the success of the TNI Task Force at the United Nations succeeded in reconciling the conflict between two tribes in Congo in 2021, (2) the success of the TNI in the UN mission to establish Indobatt Task Force health clinic in Lebanon in Unifil June 2021. (3) TNI in the UN mission succeeded in reducing political tensions between Lebanon and Israel. These are all tangible evidence of the TNI's achievements in its work in the United Nations from the past until now.
12. Indonesia through the Ministry of Defense and TNI headquarters and PMPP TNI will increase the quantity of Indonesian Garuda troops at the United Nations in order to give a bargaining effect to USG PKO so that Force Commanders in the United Nations can be trusted to Indonesia so that they occupy the position of Brigade Commander or Division also from Indonesia.

Because it has been proven that TNI Lieutenant General (ret) Rais Abin was once trusted to occupy the strategic position and succeeded.

3. Conclusion and Recommendations

Indonesia's positive image in the international world will also be a credit point in seeking political support in setting up the ranks of the United Nations Force Commander MONUSCO mission. The Indonesian government will continue to strive to improve the quality and quantity of UN peacekeepers until it reaches the Roadmap of 4,000 peacekeepers. Indonesia through its free and active foreign policy will maximize international relations and build strategic partnerships and good and mutually beneficial cooperation as well as defense diplomacy within the scope of international diplomacy and the role of Indonesia's diplomacy implementation in seeking peace efforts in the region as well as its participation in maintaining peace and order. world in accordance with the Preamble of the 1945 Constitution of the 4th Alinea.

The results of this study are expected to be useful as input for leaders of government institutions such as the Ministry of Defense, Ministry of Foreign Affairs, TNI Headquarters, PMPP in formulating policies on matters relating to the implementation of Strengthening Indonesian Defense Diplomacy to the UN MONUSCO mission and on matters relating to the provision of briefing or preparation and The Task Force for TNI personnel who will serve at the United Nations is carried out by PMPP. At the implementation level, the formulation of the defense diplomacy strategy offered in this study is expected to be an operational reference related to Indonesian defense diplomacy in the context of its relationship with Indonesian foreign policy in establishing international cooperative relations and

related to Indonesia's response to the arrangement of the position of Division Commander for TNI Senior Officers at the United Nations. MONUSCO mission in the Democratic Republic of the Congo.

Advice for the United Nations and the international community as well as for internal Indonesia the results of this study are expected to be useful as input for leaders of government institutions such as the United Nations, Ministry of Defense, Ministry of Foreign Affairs, TNI Headquarters, PMPP in formulating policies on matters relating to the implementation of Strengthening Indonesian Defense Diplomacy to the UN MONUSCO mission and on matters relating to the provision of briefings. or preparation and Prasatgas TNI personnel who will serve in the United Nations carried out by PMPP.

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