

## THE CONCEPT OF DEFENSE PLANNING IN BUILDING THE MILITARY FORCE POSTURE OF INDONESIAN MARINE CORPS

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**Abstract** - The objective of this study is analyzing the Concept of Defense Planning in Building the Military Force Posture of Indonesian Marine Corps (IDMC). The methodology used is qualitative research with descriptive approach. The result of study shows that several constraints exist in defense planning, such as, personnels welfare and professionalism, varieties and inter-operability of weaponry, deterrence aspect, limited weaponry, equipments, and training support, combat gears and equipments which are mostly in their maximum years of service, weaponry technology, and budget support. The concept of defense planning in building military force posture is an effort of the military in defining the objective, resources, and method of operation (strategy) necessary in reaching the objective of IDMC vision and mission. In implementing the vision and mission, IDMC establishes five-yearly strategic planning in the program of building the force posture, namely, the readiness of weaponry, non weaponry, facilities, facilities, and infrastructure, modernizing and enhancing the weaponry, facilities and infrastructure, as well as naval reinforcement which could support the main tasks of IDMC.

**Keywords:** Defense Planning; Posture of Force; Indonesian Marine Corps (IDMC)

### INTRODUCTION

Defense planning has the objective of manifesting military and non-military defense in order to secure the national interests of Indonesia towards a respected territorial maritime force in the region of Indo-Pacific with the principle of active defensive. The effort of state defense is manifested by continuously building a posture of state defense until it comes to the force, capability, and spreading out of Building the posture of military defense in order to reach the Minimum Essential Force (MEF), the main component and other components of defense (Sisriadi, 2016). Article 1, sub-article 5 of Republic of Indonesia Minister of Defence Regulation No , 2022 concerning “The Drafting of the Planning Documents of Requirement of Equipments in Defending and Securing the Country in the Domain of Indonesian Ministry of Defense and Armed Forces”, states that “The Posture of State Defense is the display of state defense forces which is reflected the harmony of forces, capability, and the national resources arranged in the system of state defense, which consists of main component, reserve component, and support component”.

Refer to Statute Number 3 Year 2002 concerning State Defense in conjunction with Statute Number 34 Year 2004 concerning Indonesian Armed Forces, it is stated that the defense main component on the sea is The Indonesian Navy. Statute Number 34 Year 2004 concerning The Indonesian Armed Forces states that the main task of The Indonesian Navy as the main component of maritime defense is maintaining the security and enforcing the maritime law on the territorial waters of Indonesia. Besides, the Indonesian Navy also conduct maritime and naval diplomacy, build it's force so it can conduct it's main task, and empower the area of naval defense all over Indonesia (Putro and Sumiyati, 2022).

In IDMC Concept of Defense Planning, in order to execute the task, The Indonesian Navy formulate the strategy into Nusantara Naval Defense Strategy (SPLN). Refer to the international political doctrine of Global Maritime Fulcrum (GMF), The Indonesian Navy attempts to build Indonesia's maritime

defense capability in order to be able to play an active role in Indo-Pacific maritime region (Arif and Kurniawan, 201). Unfortunately, Nusantara Maritime Defense Strategy has a weakness in interpreting various transformation in nowadays and future warfare. The strategy could not anticipate various modern, asymmetric, and information warfare, either (A. Putra, et al, 2017). Such issue shows that The Concept of Defense Planning of IDMC still has no ideal form of defense posture,

The condition is worsen as shown in RSIS Indonesia Programme (2012). There are some constraints in enforcing consistently the orderliness in Indonesia's maritime territory. First, the lack of resources in defense and national security has ruined the overall performance of various institutions which maintain the maritime security. Second, considering that the wide spectrum of transnational issues, Indonesia's attention on maritime security is much more wider than exclusively fighting against pirates' attack on certain interests. The escalation of competition in Indo-Pacific region rises by the presence of great actors including The United States and China. The competition between the two countries could be a threat to the security stability in maritime domain (Pangestu, et al., 2021). According to Naibaho (2022), the obvious weakness of Indonesia's maritime defense makes the countries which have the border with Indonesia give their own claim on their maritime border, especially on North Natuna Sea.

That is why, according to Gindarsah and Priamarizk (2021), right now Indonesia is facing a maritime challenge since it's navy is not developed. However, Arif and Kurniawan (2017) believe that the understanding of the geopolitics and maritime strategic history of Indonesia in forming the maritime strategic culture can be supported by accurate information and illustration of challenges faced by Indonesia until it reach a policy in the form of defence planning. It means that the analysis of Concept of Defense Planning in Building the Military Force Posture of IDMC is so urgent to be conducted in countering the threats against Indonesia's maritime territory.

## RESEARCH METHODOLOGY

The research approach utilized is qualitative research which is a scientific methodology suitable for social sciences. Qualitative research is utilized because this research gives a result which is not obtainable by using statistical procedure. This research is a descriptive research which means that it describes a certain objective social situation or event based on the facts visible on the system of Indonesian Navy military defense planning. The sources of data are primary data collection and secondary data collection with technique of interviewing, previous journals, and documents related to Indonesian Navy maritime defense planning.

## RESULT AND DISCUSSION

### 1. CONSTRAINTS IN IDMC DEFENSE PLANNING

In IDMC Strategic Planning 2015-2019, the development priority agenda was in line with the development priority of Indonesian Navy. IDMC arranged the objective indicator of programs and activities in the form of annual working program documents. In reaching the objective, the target is measured qualitatively and quantitatively. Quantitative measurement includes countable and measurable activities, such as the procurement of weaponry, the facilities and infra-structures of a base, the salary of the personnels or their allowances as well as other things quantitatively programmed. It is different from a target measured qualitatively, such as organizing the exercise of naval military operation in war (MOW) and military operation other than war (MOOTW), law enforcing and security maintaining in Indonesia's national jurisdiction maritime territory, capability enhancing of the military personnels, and reinforcing the maritime defense on the border line and strategic outer islands. These issues are measured qualitatively. For example, the indicator of personnels professionalism is measured from the capability to accomplish the tasks of MOW and MOOTW, the indicator of defense reinforcement is measured from the capability of personnels being tasked in securing outer islands, and other indicators which become the benchmark of such measurement.

In reality, however, there are still many internal and external constraints in IDMC defense planning. They are:

- 1) Personnels' Welfare and Professionalism. The increase of IDMC' role globally in the world's peace keeping mission and the increase of threats and security disturbances especially in border line and outer small islands are not directly proportional with the welfare that are supposedly to be



obtained. Various peace time and war time demands and missions makes it necessary for personnels to obtain more advanced schools and trainings in order to be able to conduct the main tasks more professionally and other tasks than their main competence. Several border posts in outer islands as well as IDMC bases are still not family friendly or have no ideal facilities and infrastructure for the personnels.

- 2) Various weaponry and interoperability. IDMC's weaponry come from various countries with different technology philosophies. The difference makes the weaponry system not interoperable from a device of the same kind. The low interoperability makes weaponry integrity hard and in turn, could bring a serious issue in joint military operations. This is an urgent issue to be solved.
- 3) The presence of deterrence aspects in indonesia's outer territories is still so low compared to the threats faced. Basically, deterrence is a strategy of a country to secure it's national interests and security against threats that may exist by showing or presenting a force in an area which may cause the cancellation of the intent to threat the interest of the country. The limited number of human resources to become the crew of IDMC is the impact of the training in naval training command which is not comparable with the demand of IDMC development.
- 4) The limited support of weaponry, gears, equipments, and training has an impact on the ability to create professional personnels. In order to reach the professionalism required, ideal time, facilities, and infrastructure are essential.
- 5) Most of IDMC combat gears have reached their maximum years of service which resulted in the decrease of operational capability. Scarcity of spareparts is also an issue.
- 6) The technology of IDMC weaponry and equipments nowadays is so obsolete eventhough they are still operable. However, the effectivity and capability is not maximum anymore. This issue is frankly impose an impact on the accomplishment of Indonesian Marine Corps main tasks.
- 7) The validation of IDMC is still changing but it is not followed by budget support and documents which support organisation development.

In planning process, IDMC maintains the program of readiness, facilities, modernization of weaponry and non-weaponry, and increasing the professionalism of the personnels. Every decision of program planning is supported by thorough research and analysis. However, in the execution of programs and activities, there comes changes of activities which are not programmed before, such as an unpredictable disaster and pandemic. Also, in the program of increasing the discipline, the smoothness of operation in offices, accountability, and working optimality, there are several activities programmed. They are: 1) Increasing the level of units allocated with qualified and demanded human resources by administering the accountable and punctual personnels, 2) Increasing the readiness of functional equipments, facilities and infrastructure of IDMC accountably and in time, 3) Increasing the quality of personnels and their family by giving qualified and accountable medical support and service, 4) Increasing the coaching of law in the environment of IDMC, 5) Increasing the planning of developing the system, method, organisation, and management of finance accountably and in time, 6) Increasing the support readiness of supply and management of IDMC Management and Accountancy Information Syatem - State Property (SIMAK\_BMN) accountably and in time, 7) Increasing the accuracy and speed of informations, publications, documents, and history, 8) Increasing the fulfilling of personnels and their family's rights, their physical and mental status in the environmnt of IDMC, 9) Increasing the level of the units which reach their target performance with the administration that refers to the SOP, 10) Increasing personnels' discipline to obey the law, and 11) increasing the management of general administration accountably and in time.

In the implementation, however, programs and activities always change because of unpredictable operational activities as mentioned before. The sollution is applying innovative strategies and programmes. In applying innovative programmes, there are several points necessary to be considered by the planning staff of IDMC. First, the principle of applying military planning program is to assist Commandant in making decisions in the future. Second, programs and activities are arranged to assist in planning, training, and procurement in a period of time assigned to personnels. Third, planning includes recommendation of organisation, training, and equipments depending on the type of (war) operational task assigned.

## 2. THE CONCEPT OF DEFENSE PLANNING IN BUILDING MILITARY FORCE POSTURE

Planning is essential in military's effort of defining it's objective as well as the resources and operation mehod (strategy) essential in reaching the objective. Contingency planning for unpredictable

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situation which could complicate the preparation process of personnels and their weaponry is also possible. Therefore, military planning of building forces essential in maintaining peace and protecting the sovereignty of the country becomes the planning staff's job. However, war is not always idealistic. It is also messed up, brutal, and challenging.

IDMC is the main component of security. IDMC is responsible in developing and managing the country's defense capability through Indonesian Armed Forces. Indonesian Armed Forces is commanded by the President as Commander-in-Chief who is supported by the cabinet and under direct command of Minister of Defence. In defense planning, Indonesian Armed Forces and ministry of defense draft a defense policy and strategy then submit it to the parliament through Commission One in order to be ratified. Once it is approved, then the draft is sent to the President to be signed as a law of defense. Basically, the process of defense planning is harmonizing the vision and mission of IDMC with the national interests through the policy of minister of defense (buku putih pertahanan), Indonesian Armed Forces Strategic Planning, and Indonesian Navy Strategic Planning. That will be the strategic guidelines of IDMC while running the process of defense planning. In performing the vision and mission of IDMC, Commandant establishes the five yearly IDMC Strategic Planning which is described into annual programs. Such programs among others are the readiness of weaponry, non-weaponry, facilities, and infrastructure, modernization and increase of weaponry, facilities, and infrastructure as well as other naval power which could support the main tasks of IDMC.

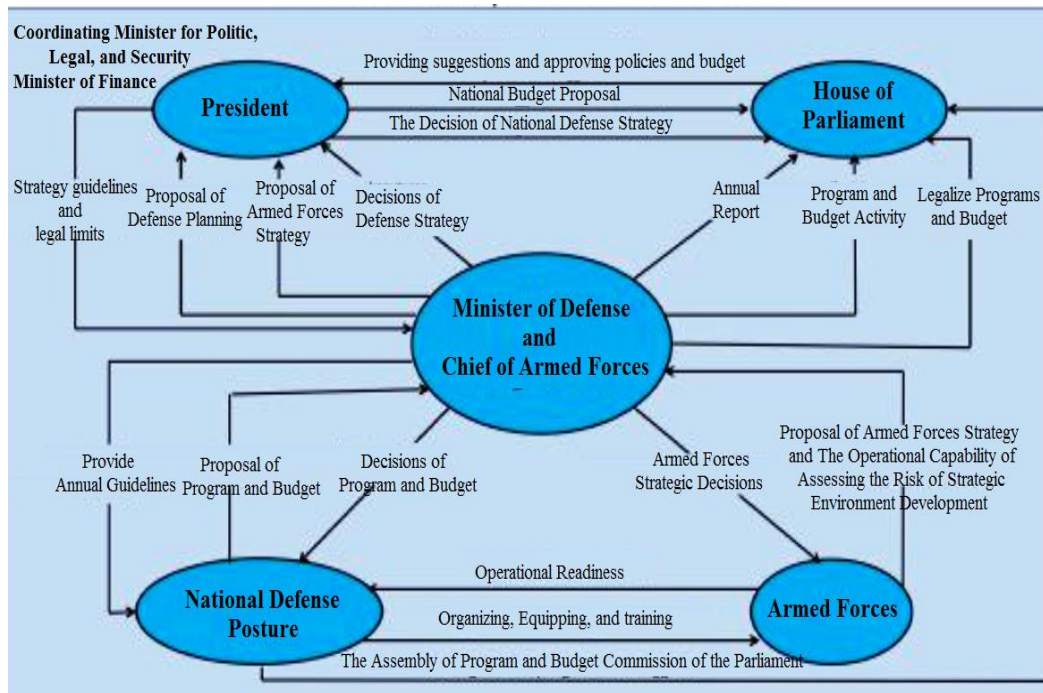
In order to reach the target of developing of force and capability of IDMC towards MEF, every marine must be ready to fight anytime, anywhere, and with any weaponry available. Readiness to fight and know how to win a battle is important. In order to do that, the planning staff arrange a strategy and tactic of defining target indicators in order to find out whether the plan will succeed or not. Planners should have ways to find out whether their strategy and tactic are effective or not (field or map rehearsal). Planning staff must arrange an indicator of target level of success. The result that could be found out quantitatively and qualitatively is a challenge for every planner. Planning staff must deal with many internal and external factors which could influence their strategic objective. One of the factors which directly influence their ability to arrange target indicators is whether they have adequate resources or not. Planning staff must be familiar with factors which could influence their ability to arrange effective strategy and tactic. This is done so that war decision makers are able to delegate tasks, control the resources, and maintaining the weaponry at the optimum level. All these factors directly influence the effectivity of their target indicators.

Defense planning is an integral part of military process. Planning is an important assist in defining and developing military strategy and tactic. The planning staff of the operational department make a plan of contingency in order to make sure that IDMC is ready to respond the changing of international situation. However, internal barrier such as unagreement, lack of transparency, and general unefficiency often go against planning. The relevancy of IDMC in defence planning is often unclear because of the hierarchy and tradition which are sometimes go against the true interest of IDMC itself. Each staff will struggle for the interest from their own point of view. Generally, however, IDMC leadership are focusing on weaponry and personnels to defend the country.

Military planning is a complex process involving many political and administrative aspects. Planning staff consider the urgent demand of organisation in making future plan. This is of-course a dilemmatic issue because military must deal with competing urgencies. Moreover, politicians and bureaucrats works together with military leadership to prepare the country in facing a war or national emergency situation. Sometimes, military leadership and civilian bureaucrats disagree to each other because their respective objectives are not always in line. Nevertheless, the involvement of many actors could give a positive impact on defense planning. In Breitenbach, and Jakobsson's (2018) opinion, by combining many actors and insisting on transparency, some process of defense planning could help in creating more support for the next political decisions. On the other hand, by limiting the inclusivity of organisation design, sharper analysis result could emerge.



Figure. 1 The Concept of Indonesia's Defense Planning



Source: Processed Data


Description:

1. Indonesian Armed Forces (IDMC) propose programs and budget as well as strategy to Chief of Indonesian Armed Forces.
2. Ministry of Defense and Armed Forces Headquarters make annual report and propose the new program and budget plan and propose defense plan and strategy.
3. The Parliament (Commission 1) makes a guideline of policy and budget at the same time with the President making strategic decisions.
4. The President propose the budget.
5. The Parliament (Commission 1) approves and legalizes the program and budget proposal.
6. Ministry of Defense and Chief of Armed Forces decide the program and budget.
7. The Armed Forces (IDMC) execute the activities by organizing, equipping, and training the personnels.
8. The Armed Forces (IDMC) is ready for operation.

Defense Planning in Building defense posture is a complex process involving many political and administrative aspects. This is of-course a dilemmatic issue because military must deal with competing urgencies. Increasing synergy is an important aspect of solving this issue just like the opinion of Saptono et. al. (2022) who give a smart sollution that in order to overcome the obstacles in synergizing among defense actors, there should be an increase in the communication frequency among the leaderships, an optimalsation of cooperations, a transformation of defense human resources, and an increase in joint activities. When the synergy among actors runs ideally, then the complexity of defense strategic issues could be accomodated in military planning.

Defense planning is aranged so that it could give an impact to the posture building of IDMC. In the process, planning cannot be separated from political activities with their interests in defense planning. The planning defines alternatives of choice and action to conduct the programs activities of building the capability and forces to become better. In the practice, however, there are always interests which are not in line with the objective of defense planning eventhough political actors have the same objective of planning a defense but with different ideas. This is because of the interests of certain individual or group. For instance, there are other interests or missions which are contra to the objective of state defense. The actor sometimes insist on the profit or business aspect. This phenomena always come out in the process of formulating or conducting of policies. Such phenomena are considered political phenomena.

Defense planning as a serial of political process (political activities) gives an effect to political communication in mobilizing other (internal and external) actors who have interests in state defense,



in negotiating, or even pressing other actors to follow their way. For instance, in the process of drafting the program and budget in the Parliament (Commission 1), there are always other parties who try to influence the policy of program and budget with the excuses of supporting people's aspirations. This is also because there is still no theoretical framework which formulate a comprehensive military planning politics which could serve as the conceptual or political framework of defense planning. This framework is needed in the process of military decision making. Strategic policy serves as the political guideline in military planning. The politics of military planning serve as strategic guidelines because military planning must handle the problems in planning such as political bargaining, system unflexibility, efficiency, and bureaucratic effectivity. This problems become a serious issue in military institution because, according to Davis (2018), the organisational institutions of planning system need civilian and military strategic leadership and the necessity to reach beyond established processes in order to access non-standard analysis.


In peace time, military leadership plan organisational demand by gathering intelligent data and conducting operations in battle field. Gathering intelligent informations takes time, hard work, and good staff equipments. For example, an intelligent staff is searching for an information of a military target, civilians, and military personnels. Once information gathered, the planning staff of operational department make an operational plan, evaluate it, then assess next steps to be taken. Operational plan is completed when the intelligent staff have gathered sufficient information and bureaucratically accomplish their tasks with the planning staff.

In the implementation, military planning is influenced by the hierarchy system where superiors' orders tend to be absolute. The chain of command is so obvious in military since it is needed for efficient military operations. Moreover, military structure is different from civilian's because military has rigid hierarchy system. The top of military hierarchy is the highest rank officer which is called commander-in-chief or chairman of joint chief of staff. Commander-in-chief leads all military operations and assigns the policies for armed forces. Other than that, military holds on the system of confidence which is so essential in securing the country. Therefore, not all military program and budget could be explored because of the programs and activities which request confidence. This is extremely difficult when transparency of program and budget is demanded in managing state finances. Surely, transparency and accountability accepted universally in managing state finance becomes neglected. The phenomena of widespread military bureaucracy in the environment where positivity of efficiency and bureaucracy effectivity become serious issue in military institution.

When planning military defense as a strategy which considers the threats against country's security, the alternatives of how such threats could happen must also be identified. That is why, military planning formulates this strategic objective, finding out what must be done in order to reach IDMC's vision and mission. The planning staff define the objective, resource, and method of operation needed to reach the objective. There is also a possibility of making contingency plans to anticipate unpredictable situations which could complicate the process of preparing military defense. Maintaining a powerful military is very important in keeping the peace and protecting a nation. Military planning staff take into account beneficial and unbeneficial scenarios. First and the most important, any military plan must anticipate different scenarios and ready to respond to any demand. This is done in order to understand that unpredictable events can make a planned assault difficult. That is why, every scenario made need alternative strategies (selected strategies).

Military strategy is a state of art and knowledge of employing military forces to reach a victory. For instance, there is a scenario that a strategic offensive force is based on the capability to destroy an enemy of the country in a counter attack. The destruction level required is 1/3 of the enemy's forces based on the interests influenced by the fact of ability and capability of strategic weapons. Therefore, selected strategies are the result of decision making process. They contain all details about war (military campaign) involving all aspects integrated in one document of operational plan. The plan discuss about contingency risks and describing the responsibility, action, and schedule of an action. This will make sure that every aspect in war (military campaign) is considered and planned in advance. This planning process involves the inputs from all relevant military units including the intelligent and commandos as well as the staff of headquarters and operational support.

Planner staff could give inputs in the process of formulating a strategy by analyzing threats, assessing ideas carefully, and codifying. However, that will be power and mind draining. That is why,



IDMC's planners must be extra careful because it is often ended up in excessive expenditures and political conflicts. This will happen because such process may come up with an effort of marking up military budget and a tension between politicians and military. For example, through the ministry of defense, the armed forces' program of procuring weaponry spends trillions rupiah. Military planning is a complicated effort because of discussing the predictions of the enemy and it's allies' course of actions. In order to be successful, this strategy must consider first, the objective of strategy and national capability. Second, making sure that the plan will protect civillian's life. Third, considering each impact of assault and developing the countermeasures of each strategy. For example, if an enemy country wants to launch a military assault, firstly that country will identify the most destructed target area.

Therefore, it is necessary to calculate the strategy crisis during the decision making process in military planning. The risks attached to military planning are usually familiar but they are often ignored or misunderstood by policy makers. According to Johnson (Eneterio, et. al., 2020), risk assessment influences military strategic and tactic planning. As a consequence, leaders must think carefully before initiating the planning process to avoid future potential danger or damage. On the same side, they realize that strategic risks must be applied logically when evaluating military plans because it will be extremely dangerous if it is not run correctly. For example, when planning an amphibious landing, Commandant may consider several scenarios made by the planning staff including the "D" Day, "H" Hour, and enemy's air power. IDMC also prepares different scenarios if they land on the territory owned or occupied by the enemy. The planning staff must deal with many internal and external factors which influence it's strategic objective. One the factors which directly influences the ability to arrange a target indicator is that wether the resources are adequate or not to arrange effective strategies and tactics. This is done so that armed forces commanders who make decisions are able to delegate duties, to control inventories, and to maintain the equipments at the optimum level.

In the practice, however, there are always interests which have not the same idea with the objective of defense planning eventhough political actors have the same objective of planning the defense but with different suggestions and ideas which in turn have different interpretation. This is because of certain individual or group's interest with other interests or missions which sometimes go against the objective of state defense. In it's practice, defense planning is a serial of political process of influencing the political communication to mobilize other actors who have interests in state defense, negotiation, or even the effort of pressing other actors to follow what they want. For example, in the process of drafting the program and budget in the Parliament, there will be always other parties which influence the policy of program and budget with the excuse of supporting people's aspirations. This is also because there is still no theoretical framework which formulates a comprehensive politics of defense planning which could be the conceptual or political framework of defense planning.

The political framework of defense planning politics need strategic guidelines of defense planning to fulfill the requirement of vision and mission: national interests, the policy of minister of defense, the policy of chief of armed forces, and regional projection as well as global commitment. Such frameworks also must be able to counter the vuca of strategic environment. This will be the political guideline which is included in strategic plans. Strategic measures of IDMC: defining the mission and vission, policy, strategy, and decision as the effort of creating large, professional, and modern IDMC with expeditionary and multirole capability, able to be projected regionally, and has a commitment in global interest. Military defense planning is a military concept to reach the objective of winning a battle or war. This is done by strategic way of thinking. Generally, military planning is a sustainable process used by military to make, maintain, and renew military strategy of victory. Gaining a victory needs effective and efficient military strategy. Effective and efficient military strategy has four main objectives, that is, understanding the enemy, planning and executing strategies, and making decisions as a course of action based on information gathered. Therefore, military planning staff work together in developing strategies. Basically, however, military strategy depends on economy (resources), culture, and risk management.

Military planning involves cooperation among the departments in military and government. In order to plan effectively and efficiently, it is important for the staff to do the following steps: First, understand the vision and mission; Second, resources; Third, strategy (how resources are utilized to gain the victory); Fourth, considering the potential of constrains and risks; and Fifth, identify the

alternatives of each issues of strategy. The planning must also includes decisions as the actions of gaining the victory. The decisions or actions of IDMC for defense planning are: (a) reaching the capability of identifying and understanding strategic environments; (b) defining the actions (decisions) of the structure of forces and capabilities especially the weaponry, facilities, and infrastructure; (c) knowing what to do to reach the vision and mission according to the strategic planning by considering the resources and capabilities they have which then becomes strategic policies.

### CONCLUSION

The concept of defense planning in building the military force posture of The Indonesian Marine Corps faces some constraints such as, personnels welfare and professionalism, varieties and inter-operability of weaponry, deterrence aspect, limited weaponry, equipments, and training support, combat gears and equipments which are mostly in their maximum years of service, weaponry technology, and budget support. The building of IDMC military force posture is constructed in IDMC vision and mission which is implemented in five-yearly strategic planning in the program of building the force posture, namely, the readiness of weaponry, non weaponry, facilities, means, and infrastructure, modernizing and enhancing the weaponry, facilities, means, and infrastructure, as well as naval reinforcement which could support the main tasks of IDMC. The points which need special attention in effective and efficient defense planning are: First, understand the vision and mission; Second, resources; Third, strategy (how resources are utilized to gain the victory); Fourth, considering the potential of constrains and risks; and Fifth, identify the alternatives of each issues of strategy.

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