

Fostering International Relations: The Role of Index Citra Indonesia in Advancing Indonesian Diplomacy Abroad

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ABSTRACT

This research analyzes the role of the Index Citra Indonesia in enhancing the public diplomacy of Indonesian representative offices abroad. The focus of this study is to assess how the digital survey application, developed by the government since 2017, has been utilized to expand Indonesia's image and diplomatic reach globally. The function of the Index Citra Indonesia is to evaluate the performance of representatives through systematic data collection from respondents, covering aspects such as opinions, perceptions, and attitudes towards Indonesia. The research findings indicate the effectiveness of the Index survey in providing information related to respondent insights, which can be acted upon with the creation of long-term diplomatic strategies and programs. These programs are essential in strengthening Indonesia's public diplomacy framework to meet the needs of the international public. This study contributes to the discourse on digital diplomacy by highlighting the role of digital technology development and its impact on contemporary diplomatic practices.

Keywords: *Index Citra Indonesia, Public Diplomacy, Indonesian Representatives Abroad International Perceptions, Performance Improvement*

Penelitian ini menganalisa peran dari Indeks Citra Indonesia dalam meningkatkan diplomasi publik kantor perwakilan Indonesia di luar negeri. Fokus dari studi ini adalah untuk menilai bagaimana aplikasi survei digital, yang dibuat oleh Pemerintah sejak tahun 2017, telah dimanfaatkan untuk memperluas citra dan jangkauan diplomasi Indonesia secara global. Fungsi Indeks Citra Indonesia adalah mengevaluasi kinerja perwakilan melalui pengumpulan data sistematis dari responden, yang mencakup aspek seperti opini, persepsi, dan sikap terhadap Indonesia. Temuan penelitian menunjukkan keefektifan survei Indeks dalam memberikan informasi terkait wawasan responden, yang dapat ditindaklanjuti dengan pembuatan strategi dan program diplomasi jangka panjang. Program-program tersebut sangat penting dalam memperkuat kerangka diplomasi publik Indonesia agar sesuai dengan kebutuhan publik internasional. Penelitian ini berkontribusi pada diskursus diplomasi digital dengan menyoroti tentang peran perkembangan teknologi digital dan dampaknya bagi praktik diplomasi kontemporer..

Kata-kata Kunci: *Index Citra Indonesia, Diplomasi Publik, Perwakilan Indonesia di Luar Negeri, Persepsi Internasional, Peningkatan Kinerja*

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Public diplomacy plays a crucial role in fostering international relations and promoting a positive image of a country abroad. With the development of Information and Communication Technology (ICT), public diplomacy has undergone significant transformations. In the era of globalization, countries are increasingly recognizing the importance of utilizing ICT tools to enhance their public diplomacy efforts. One country that has made notable progress in this regard is Indonesia. In the little more than a decade since the inception of its public diplomacy division within the Ministry of Foreign Affairs, Indonesia has demonstrated significant advancements in its public diplomacy by utilizing digital technologies to enhance diplomatic relations and public diplomacy efforts both domestically and internationally (Kusumawardhani, Elisa, Rahman, Junita Budi 2022) . This is because the use of digital platforms such as social media and online survey application tools has allowed the Indonesian government to engage and gain insights (such as opinions, perceptions and attitudes) from international audiences. These insights can guide the Ministry of Foreign Affairs to evaluate and craft programmes in Indonesian representatives stationed abroad (such as the Indonesian Embassy or KBRI, the Consulate General of the Republic of Indonesia or KJRI, and the Indonesian Consulate) and improve Indonesia's positive image.

In response to this need, the Index Citra Indonesia was developed as a tool to evaluate the performance of Indonesian representatives abroad. The presence of this tool actually came from past policy recommendations which suggested the need to provide an accurate measurement of the representatives' effectiveness in fulfilling their primary duties and extending the interest of the national government. The Index Citra Indonesia itself takes the form of a directed survey and was collaboratively created by the Ministry of Foreign Affairs, the Directorate General of Information and Public Diplomacy, the Central Statistics Agency, and the Ministry of National Development Planning. It serves as a valid survey instrument to measure international opinions of Indonesia.

This research focuses on the impact of the Index Citra Indonesia in enhancing the performance of Indonesian representatives in public diplomacy abroad. It aims to comprehensively analyze

the tool's contributions, particularly its ability to generate interest and support the success of the Indonesian Government's public diplomacy efforts. The study evaluates the tool's performance indicators, such as accuracy, timeliness, and relevance of data, to determine its effectiveness in equipping representatives with the necessary resources and insights for engaging with foreign audiences and stakeholders. Furthermore, the research explores specific instances and case studies to showcase how the Index Citra Indonesia has played a pivotal role in capturing the attention of diverse audiences, fostering a positive image, and facilitating effective communication channels for promoting the Indonesian Government's objectives and policies globally.

This paper employs a qualitative research methodology to investigate the topic at hand. The primary research method utilized by the author is a comprehensive review of documents. Specifically, the author relies on official reports obtained from the Ministry of Foreign Affairs, which are publicly accessible through their website. These official reports serve as a valuable source of information and provide a robust foundation for the study. In addition to the official reports, the author also incorporates other sources such as books, journals, and articles to support and complement the findings of the research. By incorporating a diverse range of sources, the author ensures a well-rounded and comprehensive analysis of the contribution of the Index Citra Indonesia to the performance of Indonesian representatives in public diplomacy. The utilization of qualitative methodology and the review of documents allow the author to delve deep into the subject matter, capturing nuanced insights and perspectives. By drawing upon a variety of sources, the research benefits from a multidimensional understanding of the topic, providing a solid basis for the author's findings and conclusions.

The Concept of Digital Public Diplomacy

Public diplomacy plays a crucial role in shaping international relations and promoting the values, culture, and interests of a nation to foreign audiences. With the advent of new information and communication technologies, public diplomacy has

transformed into digital public diplomacy, utilizing platforms such as social media, artificial intelligence, big data, augmented reality, and virtual reality to enhance its reach and effectiveness. Digital public diplomacy, as defined by some scholars, utilizes the Internet and new ICTs to strengthen diplomatic relations. According to Park, Chung, and Park (2019), social media channels such as Twitter and Facebook have emerged as powerful tools for reaching different audiences and the public. Big data is also recognized as an important tool for measuring and evaluating social media influence on diplomatic issues, providing valuable insights into the effectiveness of public diplomacy efforts and informing strategic decision-making (Fernández 2021).

The use of advanced digital technologies in public diplomacy opens up new possibilities for countries to expand the reach and impact of their communication efforts. For instance, China has recognized the opportunities presented by digital public diplomacy in building a positive national image. The rapid development of digital public diplomacy enables China to break through the limitations of time and space, reaching audiences around the world and effectively shaping their perceptions. Moreover, the digitalization of public diplomacy tools allows for faster feedback and response from the target audience. This feedback in the form of information, cognition, and practical response helps inform communication actors about public opinion, social mood, and emotional states. In academic discourse, there is a distinction between digital diplomacy and public diplomacy (Rusakova et al. 2021).

However, some researchers view digital diplomacy as an adaptation of public diplomacy to digital society and politics, rather than a separate form (Rusakova et al. 2021). This view emphasizes the integration of digital technologies into existing public diplomacy practices, enhancing their effectiveness and reach. The integration of digital technologies in public diplomacy brings both opportunities and challenges. On one hand, the use of social media and other digital platforms allows for wider dissemination of information and engagement with diverse audiences. On the other hand, it also raises concerns about privacy, security, and misinformation. Overall, the literature on public diplomacy and ICT highlights the increasing use of digital technologies, such as

social media and big data, in strengthening diplomatic relations and improving the effectiveness of public diplomacy efforts.

In conclusion, the literature on public diplomacy and ICT emphasizes the importance of leveraging digital technologies to enhance diplomatic relations and improve the effectiveness of public diplomacy efforts (Indraswari & Joo 2022; Triwahyuni 2022; Zamanli 2022). The use of digital technologies, such as social media and big data, has opened up new possibilities for countries to expand the reach and impact of their communication efforts (Indraswari & Joo 2022). Furthermore, it has been noted that digital public diplomacy is often seen as a form of public diplomacy specifically aimed at constructing and communicating national identity. This includes signaling a country's image and identity, promoting its values and priorities, and engaging with the wider public beyond traditional elite circles. Furthermore, the rapid development of digital public diplomacy presents opportunities for countries to build a positive national image.

Overall, the literature suggests that digital public diplomacy is an integral part of modern diplomatic practices, not merely a separate form but an adaptation to the digital era. It is crucial for diplomats and policymakers to fully understand the implications, possibilities, and challenges that come with integrating digital technologies into public diplomacy. By leveraging these technologies, countries can expand their diplomatic reach and engage a broader audience, facilitating more interactive and dynamic communication channels that shape public opinion and influence perceptions effectively. Additionally, the use of big data and advanced analytics provides deep insights into public sentiment and preferences, enabling diplomats to customize their messages and strategies to meet the specific needs of various audiences. In this context, this study examines how the Indonesian government uses ICT, particularly the Index Citra Indonesia survey, to enhance its public diplomacy initiatives. By adopting such media platforms, the government has significantly widened its audience reach and gathered valuable international feedback on the activities of its foreign delegates. This feedback has become a critical resource for developing and refining the government's strategies.

Amplifying Indonesia's Global Image: The Critical Role of Public Diplomacy and its Representatives

The role of Indonesian representatives abroad in enhancing Indonesia's positive image in the international community and promoting public diplomacy is carried out through various efforts and approaches. Typically working under the official agencies of the Republic of Indonesia Embassy or the consulate general, these representatives, often referred to as diplomatic and consular representatives, engage in diplomatic relations with receiving countries or international organizations (Andayani 2020; Fitria et al. 2021). Their main tasks include representing and advocating for the interests of the Nation, State, and Government of Indonesia, as well as safeguarding Indonesian citizens and legal entities abroad, through political policies, foreign relations, national laws, international law, and international customs (Ministry of Industry 2003).

Considering the primary objectives and functions of Indonesian representatives abroad, both diplomatic and consular representatives play an essential role in implementing their work programs. These programs serve as a means to promote Indonesian public diplomacy and project a positive image of Indonesia to the global public. The specific goals and urgency of these programs vary depending on the local community, environment, and internal and external factors. As there is a significant number of Indonesian representatives abroad, the level of success may likely differ among them. This highlights the importance of the Citra Indonesia Index in measuring and assessing their performance. Additionally, the dimensions included in the Indonesian image index can help representatives identify areas for improvement and focus on enhancing their index scores.

Indonesian representatives conduct numerous work programs abroad to promote Indonesian public diplomacy and enhance Indonesia's positive image in the international community. Examples of such activities include art and cultural exhibitions, regional festivals, performing arts showcases, Indonesian food festivals, Indonesian language learning initiatives, seminars, local community gatherings, and cultural and historical scholarships. These activities demonstrate the crucial role played by Indonesian

representatives as key contributors to the success of these work programs. By examining the Indonesian Embassy in Ankara as an example, we can observe the work programs implemented to achieve the primary goal of enhancing Indonesia's positive image. The Embassy in Ankara has reported several activities, including: (1) Implementation of an Indonesian language program for foreign speakers to internationalize the Indonesian language in Turkey; (2) Participation in the MIKTA (a grouping of Mexico, Indonesia, the Republic of Korea, Turkey and Australia) film festival organized by the Turkish foreign ministry, where Indonesian films were showcased to promote and introduce Indonesian culture through the film "Sultan Agung."; (3) Hosting a diplomatic reception for the 77th Indonesian Independence Day, featuring Indonesian culinary promotions, regional art performances, and historical introductions; (4) Collaborating with the Indonesian Student Association in Turkey to organize Indonesian film and culinary festivals, music and dance performances, and introduce Indonesian history through Wayang shows.

By analyzing the performance of Indonesian representatives in Turkey, it is evident that efforts to enhance Indonesia's positive image primarily rely on cultural diplomacy. Cultural diplomacy involves leveraging cultural elements such as sports, arts, and propaganda to advance a country's national interests on a micro or macro scale (Warsito & Kartikasari 2007). The Indonesian Embassy in Turkey has chosen a cultural diplomacy approach, indicating an understanding of the most suitable approach for the local international community based on conditions, interests, and the environment.

The Indonesian Embassy in Ankara serves as just one example among many representatives that have implemented work programs to promote Indonesian public diplomacy and enhance Indonesia's positive image in the international community. Regardless of the approach and methods employed by each representative, it is essential to recognize that the circumstances in which they operate significantly impact their performance. For instance, Indonesian representatives in Ukraine may face challenges in fully executing their work programs due to safety concerns in the area. In such cases, the focus should shift towards implementing relevant

programs that address the existing situation and conditions. It is crucial to emphasize that apart from promoting public diplomacy and a positive image, Indonesian representatives abroad also have the responsibility to protect Indonesian citizens residing in their respective regions, making safety their main priority.

In short, the role of representatives holds a significant influence over Indonesia's positive image. As the primary actors directly involved in promoting public diplomacy, representatives serve as the face and official representatives of Indonesia to the international community. The image index allows for a deeper understanding of the specific needs and details of each representative, enabling them to optimize their activities and achieve maximum results in line with the shared goals.

Understanding the Index Citra Indonesia in Assessing Indonesia Diplomatic Performance Abroad

The Index Citra Indonesia survey holds immense significance as it focuses on three crucial dimensions that play a vital role in shaping Indonesia's public diplomacy. These dimensions, namely Tourism and Socio-culture, governance and the rule of law, and the economic dimension have been carefully chosen after extensive deliberation and expert input. The objective of this survey is to serve as a benchmark for evaluating how Indonesian public diplomacy has resonated with the international public.

The first dimension, Tourism and Socio-culture, holds great prominence due to the global community's keen interest in Indonesia's rich cultural heritage and tourism sector. Despite the challenges posed by the COVID-19 pandemic, Indonesia has witnessed a remarkable 24.48% increase (compared to 2019) in foreign tourist arrivals since May 2021, as reported by the Central Bureau of Statistics (Indonesian Statistical Agency 2021). This resilience and the ability of the culture and tourism sector to influence other domains make it a compelling inclusion in the Index Citra Indonesia survey. By evaluating international public perception in this dimension, the survey aims to gauge the effectiveness of Indonesian public diplomacy in promoting culture

and tourism. The survey questions about this dimension, such as Indonesia's appeal as a travel destination and its recognition of diverse cultures, are designed to be easily comprehensible for foreign respondents.

The second dimension, the economic dimension, assumes primary importance due to its significant impact on various sectors of the Indonesian economy. Through this dimension, the government seeks to identify opportunities for enhancing the economy by gauging international interest in Indonesian products, investments, businesses, and services. The survey questions related to this dimension, such as the availability and quality of Indonesian products, and Indonesia's attractiveness for business, aim to assess the international community's perception and preferences regarding Indonesia's economic landscape.

The third dimension, governance and the rule of law serves as a reflection and evaluation tool for the Indonesian government. It enables the government to comprehend how the international community perceives its performance, achievements, and policies. This dimension holds particular relevance for internal stakeholders within the country, as the international community's image and views are dependent on their actions. The survey questions associated with the governance and the rule of law, such as perceptions of Indonesia as a safe and democratic country with clear regulations, shed light on how the international public evaluates the government's performance. This evaluation directly impacts Indonesia's overall positive image.

The selection of these three dimensions is a result of thorough consideration to ensure the survey's effectiveness. The Indonesian government's decision to simplify the survey from six dimensions to three reflects its commitment to presenting a clear and understandable statement for foreign respondents. By eliminating dimensions such as exports and investment, which might be unfamiliar to the international community, the government aims to avoid potential confusion that could hinder a comprehensive evaluation of Indonesia's positive image. The final selection of these three dimensions demonstrates their suitability as robust benchmarks for assessing the performance of Indonesian representatives.

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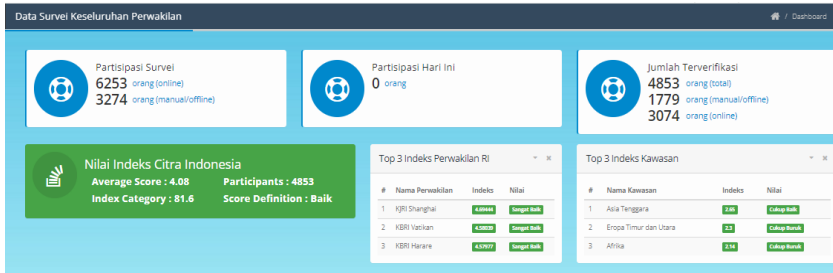
To facilitate the survey process, the Index Citra Indonesia survey is conducted by Indonesian representatives abroad through offline and online methods, as part of their work program. The Likert scale, a widely used response scale in psychometrics, is employed to measure the survey responses. This scale, consisting of five assessment points ranging from “strongly agree” to “strongly disagree,” allows foreign respondents to provide their preferences and perceptions regarding the survey questions. The Likert scale is particularly suited for this survey, considering that foreign respondents may possess limited knowledge about Indonesia. By offering a range of responses, the Likert scale ensures a more accurate representation of international public opinion.

The survey’s validity and credibility are of utmost importance, and the assessments made by foreign respondents are given significant weight. To maintain the international perspective, the survey restricts participation to foreigners, excluding Indonesian citizens living abroad. This decision is based on the understanding that Indonesian citizens, even abroad, may harbour a sense of nationalism and love for their country. By focusing solely on the opinions of the international public, the survey aims to obtain a genuine assessment of Indonesian public diplomacy. The survey is conducted by 129 Indonesian representatives abroad, excluding the three Permanent Missions of the Republic of Indonesia, and targets a diverse range of foreign communities, including students, the general public, local governments, parliaments, media outlets, academics, NGOs, and relevant counterparts.

To facilitate the analysis of the survey results internationally, the Directorate General of Information and Public Diplomacy, in collaboration with the Center for Information Technology, has developed an online database application accessible through a link provided by the Ministry of Foreign Affairs. This application enables Indonesian representatives to enter survey results manually and allows them to view the average results calculated by the application, encompassing both online and offline surveys (see Figure 1). The application serves as a valuable resource for representatives to assess their performance through tangible data and figures (the sample is seen in Figure 2). Additionally, it provides transparency regarding the submission and verification

of surveys, ensuring that only valid surveys become official data. The processed and analyzed survey results offer insights into the dimensions, international public opinion, assessments, and the performance of the representatives involved.

Figure 1.
Citra Indonesian Application Control Panel



Source: Ministry of Foreign Affairs (2021)

Figure 2.
The Order of Representatives with the Best Index



Source: Ministry of Foreign Affairs (2021)

In short, the Index Citra Indonesia survey, with its comprehensive approach and the tools involved, exemplifies the government's commitment to cultivating a positive international image. The application developed for this survey signifies a follow-up process that enhances the analysis of representative work through factual data. By providing accessible and comprehensive information, the survey offers more than just a measuring tool. It provides valuable insights into the functioning of the representative system, as evidenced by the results obtained.

Evaluating Diplomatic Programs and Gaining Insight for Future Initiatives

To truly comprehend the purpose of the image index survey, we must delve deeper after understanding how it functions and the roles of key actors. Beyond assessing the performance of Indonesian representatives abroad in spreading diplomacy and fostering a positive image of Indonesia, it is essential to recognize the potential of this tool in driving future improvements for optimal results. The Index Citra Indonesia Survey serves as the primary instrument in this regard, enabling the identification of existing problems, challenges, and opportunities, and providing appropriate policy recommendations for the future. The survey results offer insights into a representative's effectiveness in fulfilling their duties, as reflected in their index scores. Furthermore, with clear and measurable dimensions, it serves as a benchmark for the government to identify sectors requiring special attention and further focus.

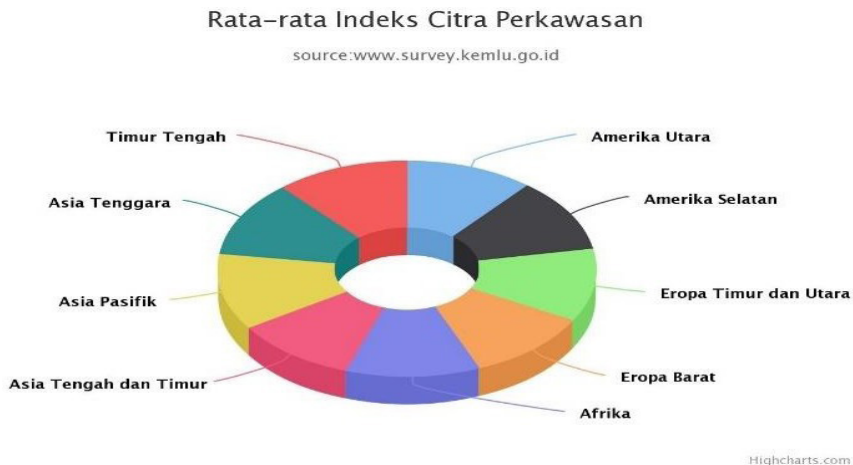
Out of the total of 129 Indonesian representatives abroad, 117 representatives successfully achieved the minimum target number of respondents, which was set at a minimum of 50 respondents to minimize bias and enhance the validity of the survey results (Ministry of Foreign Affairs 2022). As previously explained, representatives operating in dangerous areas or facing constraints are not obligated to meet this requirement if they fall short of the minimum number of respondents. Minister of Foreign Affairs Regulation No. 13 of 2022 addresses this specific situation, considering the limitations faced by these representatives in organizing activities and reaching a sufficient number of respondents (Ministry of Foreign Affairs 2020).

According to the 2021 data from the Index Citra Indonesia, the highest average image index value of 4.38 was observed in the tourism and socio-cultural dimensions, while the economy dimension had the lowest average image index value of 3.71. The governance and law enforcement dimension received a moderate index value of 3.84 (Ministry of Foreign Affairs 2021). This indicates that cultural wealth and tourism are significant assets

for Indonesia. However, the perception of foreigners towards the Indonesian economy remains relatively negative, primarily concerning the availability of Indonesian products in friendly countries, which is one of the parameters within the economic dimension.

Regarding the assessment of representatives and regions (Figure 3), the 2021 data shows that the three regions with the highest average achievement of the image index are Middle East(4.04), Southeast Asia (4.03), and Eastern and Northern Europe (3.88). The three Indonesian representatives with the highest average index were the Indonesian Embassy in Belgrade (4.55), the Indonesian Embassy in Maputo (4.51), and the Indonesian Embassy in Jeddah (4.51) (Ministry of Foreign Affairs 2021). These results demonstrate the positive performance of these representatives. Moreover, regions with high index results indicate effective public diplomacy efforts in those areas, resulting in balanced and high achievement values.

Figure 3.
Average Index per Region



Source: Ministry of Foreign Affairs (2021)

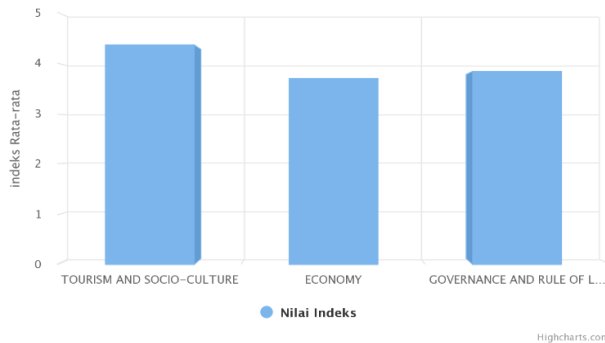
Besides evaluating the performance of Indonesian representatives abroad in promoting diplomacy and a positive image of Indonesia, it is essential to recognize how this tool can facilitate future improvements for more effective outcomes. The primary tool, the Index Citra Indonesia Survey, is expected to not only identify

current issues and challenges but also identify opportunities and provide suitable policy recommendations for the future. Analyzing the results of the Indonesian image index survey will naturally lead to conclusions about a representative's competence in fulfilling their duties, based on the index scores they attain. Furthermore, with explicit and measurable criteria, it can serve as a reference point for the government to identify sectors that require special attention and further development.

Figure 4.
Average Index per Dimension

Rata-rata Indeks Per Dimensi di Perwakilan RI

source:www.survey.kemlu.go.id



Source: Ministry of Foreign Affairs (2021)

The role of the Indonesian image index as a tool to assess representative performance and identify the strengths and weaknesses of domestic sectors is supported by valid data. The presented figures are clear and measurable, facilitating comprehension by stakeholders and the Indonesian public alike, who can assess work results through officially published performance reports (see Figure 4). Based on the data obtained from the Index Citra Indonesia, it is evident that several challenges and issues need to be addressed. Additionally, the existence of the Index Citra Indonesia as a benchmark tool does not imply the completion of measurement without plans. It is hoped that the Index Citra Indonesia will uncover potential opportunities for plans, utilizing the insights gained from the existing data. Recognizing that every program faces challenges and shortcomings, the following are some challenges faced by Indonesian representatives abroad in carrying out their duties: (1) Lack of a comprehensive design

for strengthening Indonesia's image abroad, providing specific guidelines for the desired image in each accredited country and strategies to develop and implement; (2) High turnover of Ministry of Foreign Affairs employees at representatives' positions, resulting in a lack of communication and coordination between outgoing and incoming officials, hindering the understanding of managing Indonesia's international image index; (3) COVID-19 pandemic restrictions on mobility, movement, and mass gatherings in several countries, (4) Limited English proficiency and language barriers in friendly countries, making it difficult for respondents to fill out the survey; (5) Busy schedules of foreigners in accredited countries, leading to limited free time to participate in surveys, (5) Challenges in distributing questionnaires due to the wide range of accreditation areas, resulting in non-representative sample populations; (6) Limited and expensive internet network access in some countries (Ministry of Foreign Affairs 2021).

As can be seen in above, one significant challenge facing Indonesian representatives was the difficulty in distributing surveys effectively across diverse geographic and cultural landscapes. This issue is compounded by language barriers, which hindered the comprehension and accuracy of survey responses. To address these challenges, the Indonesian government could implement a dual approach of translating surveys into multiple local languages and establishing a more robust logistical framework for survey distribution. This could involve partnerships with local entities to facilitate wider reach and ensure that data collection is as representative and inclusive as possible. Additionally, providing training for representatives on cultural nuances and communication strategies could further enhance the effectiveness of data gathering processes.

Another pressing issue was the high turnover of diplomatic staff, which disrupted continuity and led to inconsistent public diplomacy efforts. Frequent changes in personnel resulted in a loss of expertise and a dilution of strategic initiatives, including those related to the Index Citra Indonesia. Establishing comprehensive transition protocols and ongoing professional development programs could mitigate these risks. By ensuring that incoming staff are well-prepared and that knowledge transfer is systematic,

the Ministry of Foreign Affairs can maintain a consistent application of diplomatic policies and strategies. Moreover, leveraging digital tools to create centralized knowledge repositories could provide staff with ongoing access to vital information and best practices, thus preserving institutional memory and enhancing the overall stability of diplomatic missions.

After a thorough review of the challenges and obstacles in implementing the Index Citra Indonesia, policy recommendations have been formulated to address these issues. These suggestions and recommendations are included in the annual performance report for joint evaluation and input, with the expectation of further processing to optimize the work program. Additionally, Indonesia's public diplomacy, aimed at enhancing its positive image, is expected to address the existing challenges and generate new solutions. The following are suggestions for plans and strategies to improve public diplomacy of Indonesia: (1) Develop a comprehensive design to strengthen Indonesia's image abroad through the creation of a white book to be provided to Indonesian representatives; (2) Foster collaborations with various stakeholders, both domestically and internationally, to address limitations and implement strategies and programs that improve Indonesia's image globally; (3) Adapt promotional strategies and increase online survey distribution to overcome restrictions imposed by the COVID-19 pandemic and limited activities involving large gatherings; (4) Provide debriefing sessions for officials being placed at RI Representatives and conduct socialization or technical guidance for current officials regarding the management of Indonesia's international image index; (5) Translate the questionnaire into local languages and assist in offline survey completion (Ministry of Foreign Affairs 2021).

While the government's strategies for enhancing Indonesia's international image are comprehensive, there are areas that could benefit from further refinement and additional innovative approaches. The concept of a "white book" is a strong foundational step, but it could be expanded to include not only cultural and diplomatic guidelines but also case studies and best practices from successful missions, which could provide representatives with actionable insights. Furthermore, while fostering collaborations is

crucial, there is a need to develop specific criteria and objectives for these partnerships to ensure they yield tangible outcomes and enhance mutual benefits. The shift towards online survey distribution is a practical response to the pandemic, but it also necessitates a parallel investment in digital literacy programs for diplomats to maximize their efficacy in using these tools. Moreover, while translation of materials addresses accessibility issues, ensuring cultural relevancy in content presentation is equally important. This could involve local cultural consultants in the survey design phase to tailor questions that are culturally sensitive and resonate more deeply with diverse audiences. Additionally, the government might consider regular audits of these strategies to assess their effectiveness and adaptability over time, allowing for a dynamic approach to public diplomacy that can respond to changing global contexts and feedback from international communities.

All the challenges and suggestions listed above have resulted from detailed discussions with relevant stakeholders regarding the 2021 Index Citra Indonesia results. These discussions aim to overcome problems and improve the survey's effectiveness in 2022. The Index Citra Indonesia, since its inception in 2017, has provided valuable data that impacts future improvements and development. Each performance report includes policy recommendations and suggestions to optimize performance in the following year. An example of the report's influence is the inclusion of multiple languages in the survey, which was initially only available in English. These developments highlight the vital role of the Index Citra Indonesia in enhancing the quality of Indonesian representatives and ultimately improving Indonesia's positive image.

Analyzing the role of the Index Citra Indonesia reveals its multi-faceted capacities. It encompasses easily accessible and understandable dimensions for the international public, an optimized and valid survey methodology, and results that lead to data-driven improvements and development. It is not solely focused on obtaining results but actively contributes to the enhancement of representative performance and the overall positive image of Indonesia.

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The article is interesting and offers new knowledge to the readers about what Index Citra Indonesia is (even redundant in many ways), however the article mainly provides information without sufficient critical analysis. The author needs to critically analyze (1) having known the result of the survey, what are the impact of the Index Citra Indonesia to the country's diplomacy public?; (2) what are the author's opinion about the weakness of this survey; (3) what is the possible biased.

Evaluating the Index Citra Indonesia: Impacts, Limitations, and Biases in Public Diplomacy Metrics

In short, the Index Citra Indonesia survey has been an instrumental tool in measuring and improving the performance of Indonesia's international representatives since its inception. Designed to provide objective assessments, the Index Citra Indonesia aims to enhance Indonesian diplomacy by pinpointing strengths and areas needing improvement. Such evaluations have led to targeted advancements, notably improving the effectiveness and responsiveness of diplomatic initiatives. Regular performance assessments enable representatives to better advocate Indonesia's interests and cultural values globally, significantly boosting Indonesia's image on the international stage.

Moreover, the strategic application of the Index Citra Indonesia has fortified both bilateral and multilateral relations. By identifying key areas of strength and potential growth, it empowers diplomats to cultivate relationships that offer mutual benefits. This method not only bolsters cooperation on international concerns like trade, environmental issues, and security but also establishes Indonesia as a proactive and influential global player. The Index Citra Indonesia's data-driven approach provides quantifiable metrics that are critical in justifying budget allocations and strategic foreign policy decisions. However, this reliance on quantifiable data can also overshadow qualitative aspects of diplomatic interactions, which are essential yet harder to measure, such as the subtleties of negotiation and cultural exchange.

While the Index Citra Indonesia offers substantial benefits, it is not without its weaknesses. One major concern is its methodological robustness. The metrics used may not fully capture the

complexities of diplomacy. Success in this field often involves nuanced interactions that are not easily quantified but are vital for fostering long-term relationships. The focus on tangible outcomes like treaty signings or meeting counts might not accurately reflect true diplomatic efficacy. Additionally, the scope of the Index Citra Indonesia might be too narrow, potentially neglecting crucial aspects of a diplomat's role such as crisis management, soft power exertion, and addressing non-traditional security issues. These elements are critical for a comprehensive evaluation but may be underrepresented in the current survey.

The Index Citra Indonesia's ability to adapt to the constantly evolving geopolitical landscape is also crucial. The fixed metrics of the survey may not be flexible enough to accommodate new diplomatic challenges or global shifts, such as those arising from emerging technological issues or climate change. This rigidity could make the survey less effective over time as it struggles to align with contemporary global standards and expectations.

Potential biases in the survey's design and implementation could further complicate the effectiveness of the Index Citra Indonesia. The involvement of government bodies like the Ministry of Foreign Affairs and the Directorate General of Information and Public Diplomacy in crafting the survey can lead to inherent biases. These biases might skew the survey's focus, potentially leading to results that favorably reflect government policies or align with current political agendas. Such influences can distort the portrayal of Indonesia's international image and compromise the Index Citra Indonesia's objectivity.

Moreover, the political context in which the Index Citra Indonesia operates might induce biases that affect the survey results' use in policy-making. If results are used selectively to support specific international policy objectives, it could misrepresent the actual effectiveness of Indonesia's public diplomacy efforts. The survey's administration by Indonesian representatives could also bias the selection of respondents or the phrasing of questions, possibly leading to predominantly positive feedback that does not accurately reflect diverse international opinions.

Additionally, the exclusion of Indonesian expatriates from the

survey ignores a potentially critical perspective that might offer a more nuanced understanding of both domestic and international perceptions of Indonesia. The use of a Likert scale for responses could also introduce response biases, where participants might agree with statements due to acquiescence bias or respond based on what they perceive as socially desirable rather than their true feelings.

To address these issues, it would be beneficial for the Index Citra Indonesia to refine its methodology and expand the diversity of its contributors and administrators. Implementing measures to ensure the survey's neutrality and comprehensiveness could help mitigate biases and enhance the reliability of its findings. By doing so, the ICI could better reflect the complexities of modern diplomacy and remain a relevant tool for advancing Indonesia's diplomatic objectives, providing a more balanced and accurate measure of Indonesia's stature and influence on the global stage.

Conclusion

This study has thoroughly explored the multifaceted impact of the Index Citra Indonesia on Indonesia's public diplomacy efforts. Established as a strategic tool, the Index Citra Indonesia has been pivotal in systematically enhancing the performance and effectiveness of Indonesia's international representatives. It serves as a robust mechanism for not only assessing diplomatic actions but also for fostering Indonesia's image on a global scale. Through its detailed and data-driven approach, the Index Citra Indonesia has enabled diplomats to more accurately align their efforts with the dynamic needs of international relations and public perception.

The findings from the Index Citra Indonesia underscore its crucial role in strengthening both bilateral and multilateral relationships, thereby amplifying Indonesia's diplomatic presence worldwide. By providing clear metrics and regular assessments, the ICI helps in prioritizing diplomatic initiatives that are most likely to yield substantial benefits for Indonesia and its international partners. However, as our analysis shows, while the ICI offers a significant strategic advantage, it also comes with inherent challenges and

biases that must be carefully managed.

Methodologically, the Index Citra Indonesia's emphasis on quantitative metrics, while useful, tends to overshadow the subtler aspects of diplomatic engagement that are equally vital. These include the nuanced negotiations and cultural exchanges that are often the linchpins of successful diplomacy but are not easily captured by standard metrics. Additionally, the scope of the Index Citra Indonesia might not fully encompass all critical elements of diplomatic work, such as crisis management and soft power strategies, which are increasingly relevant in today's geopolitical climate.

The study also highlighted potential biases stemming from the survey's design and administration, influenced by its creators and the political context within which it operates. These biases can skew the results and interpretations in ways that might not fully reflect the complex realities of international opinions and perceptions. Addressing these biases through methodological refinements and broader stakeholder engagement is essential for ensuring the Index Citra Indonesia's continued relevance and effectiveness.

Moving forward, it is imperative that the Index Citra Indonesia adapts to the evolving geopolitical landscape. This includes integrating more flexible and comprehensive metrics that can capture the full spectrum of diplomatic activities and their impacts. Additionally, expanding the survey to include a wider array of respondents and reducing inherent biases are crucial steps towards a more balanced and nuanced understanding of Indonesia's diplomatic efficacy.

In conclusion, while the Index Citra Indonesia has significantly contributed to advancing Indonesia's public diplomacy, continuous improvements are necessary to overcome its current limitations and biases. By embracing these changes, Indonesia can better leverage the Index Citra Indonesia as a strategic tool to enhance its diplomatic engagements and strengthen its international standing. The success of Indonesian diplomacy in improving its global image, as evidenced by the Index Citra Indonesia, underscores the potential of well-crafted measurement tools in international relations. As this study has shown, with careful application and

ongoing adjustments, the Index Citra Indonesia can serve not only as a measure of success but also as a fundamental driver of diplomatic strategy and effectiveness.

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