

# ENHANCING PUBLIC POLICY COMMUNICATION: UTILIZING SHARIA STATE SECURITIES (SBSN) AS DEFENSE FINANCIAL RESOURCES

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*The allocation of Sharia Government Securities (SBSN) as a financial resource for the Ministry of Defense and the Indonesian National Armed Forces (TNI) is a new policy. However, the implementation communication process reveals a significant gap in understanding among institutions regarding SBSN policies. This research investigates this phenomenon using structuration analysis to identify causes and proposes inter-agency policy structuration to enhance control over SBSN financial resources for defense. Employing qualitative methods supported by expert panels, the research focuses on the structuration and communication of public policy among the Ministry of Defense, Ministry of Finance, Bappenas, and the Indonesian Navy to empower SBSN financial resources. Findings highlight a lack of understanding and delayed program awareness, originating from its belated inclusion in the 2021 Macroeconomic Framework and Fiscal Policy Principles document. SBSN financing is seen as crucial for realizing the TNI AL (Navy) program under the Ministry of Defense's authority, with policy negotiations predominantly influenced by Bappenas.*

**Key Words:** *Sharia Government Securities (SBSN), Financial resources, Public policy communication, Qualitative methods, Defense stakeholders*

## 1. INTRODUCTION

For over a decade, Indonesia's defense budget has been less than 1 percent of its GDP (Surahman *et al.*, 2024). According to the SIPRI research institute in Stockholm, Sweden, Indonesia's defense budget in 2017 was 0.7 percent of

GDP, compared to Malaysia's 1.13 percent and Myanmar's 2.88 percent. World Bank data corroborates that in 2017, Indonesia's defense budget was among the smallest in Asia (Soraya, Sirait and Nulhakim, 2023), placing it in the same category as Afghanistan,

Kazakhstan, Mongolia, and Timor Leste.

In 2019, a new strategy emerged to address the limited TNI budget through coordinated efforts between three key state institutions (Mufti, 2021) involved in the preparation and determination of the state budget (APBN): the Ministry of Defense, Bappenas, and the Ministry of Finance. This strategy included the use of state sukuk to supplement the Ministry of Defense's APBN budget alongside Pure Rupiah (RM), Domestic Loans (PDN), Foreign Loans (PLN), and Non-Tax State Revenue (PNBP). State Sharia Securities (SBSN) were identified as a potential alternative to enhance funding in specific sectors (Witro and Setiawan, 2021), thereby accelerating organizational development and improving the welfare of TNI soldiers.

Since the issuance of the Government Regulation on SBSN in December 2011, the Ministry of Defense gained the ability to propose projects funded by SBSN only in early 2020 (Zaini and Bin Shuib, 2021), aligning these proposals with the FY 2021 RKAKL. Despite the ratification of the SBSN regulation in 2011, access to and information about SBSN financing remained limited within the Ministry of Defense

(Richardson, 2020), particularly in the Navy, until 2023.

The use of SBSN as an alternative defense funding source is a relatively new policy (Muchtar, 2021). However, the implementation process has faced challenges due to a lack of comprehensive understanding and communication among key institutions, namely Bappenas, the Ministry of Finance, the Ministry of Defense (Nur Rohmah, Fauzi and Lu'lu Firdaus, 2023), and the Indonesian Navy.

There are evident issues in communication and dissemination of information between state institutions within the government (Sugiono, 2021). The information gap over several years highlights the government's limitations in communicating SBSN policies to various ministries and institutions (Witro and Setiawan, 2021). If the Ministry of Defense had been given access to SBSN funding from the start, since 2013, it could have leveraged alternative budget sources to accelerate organizational development (Keberlanjutan *et al.*, 2022; Saharani, Ardiani and Nurcahya, 2024). The limited access to and information about SBSN policies is a significant phenomenon worth researching to identify its causes through structuration analysis. Therefore, inter-institutional policy

structuration is necessary for managing financial resources related to SBSN for defense.

This research is important for several reasons. First, by analyzing how policies are formulated, implemented, and adapted within organizations, researchers can identify potential bottlenecks or inefficiencies that could hinder optimal allocation of financial resources for defense purposes. Second, policy structuring analysis can provide insight into how financial resources are allocated and prioritized within the defense sector. Third, researching policy structuring analysis offers a comprehensive understanding of the complex interactions between internal dynamics and external influences in managing financial resources for defense.

The research aims to analyze policy structuration between institutions—Bappenas, the Ministry of Finance, the Ministry of Defense, and the Indonesian Navy—in managing financial resources for defense. Supported by structuring theory, resource theory, and policy communication theory, this qualitative research involves eight expert panels. The focus is on the structuration and communication process of public policy among the Ministry of Defense, Ministry of Finance, Bappenas, and the Indonesian

Navy in managing SBSN financial resources.

Additionally, this research contributes in several ways. First, it enhances the field of public policy and finance by providing a comprehensive understanding of how policy structures influence the allocation and utilization of financial resources for defense. It identifies how these institutions contribute to the formation and implementation of defense policy, ultimately impacting financial resource allocation. Second, it informs broader public finance and policy debates. By researching the interactions between Bappenas, the Ministry of Finance, the Ministry of Defense, and the Indonesian Navy, best practices for inter-agency collaboration in various policy areas can be identified. Third, analyzing how policies are structured and implemented within these institutions can help policymakers streamline the budgeting process and ensure effective use of financial resources to enhance Indonesia's defense capabilities. Fourth, understanding these institutions' interactions and decision-making processes allows researchers to recommend strategies for improving communication and cooperation, leading to more efficient resource mobilization and allocation for defense projects.

## 2. LITERATURE REVIEW

### 2.1. Structuration Theory

Structuration theory, developed by British sociologist Anthony Giddens, is a theory regarding social action (Busco, 2009). According to Giddens, "structure" refers to the "rules and resources" used in the production and reproduction of social systems, while "agency" refers to individuals (Phipps, 2001). Giddens argues that structure and agency should not be seen as separate entities; instead, they form a duality, influencing each other in a continuous dialectical process (den Hond *et al.*, 2012).

In Giddens' view, structure influences agency in two ways: enabling and constraining (Busco, 2009). This paradox arises because Giddens sees structure as both an

outcome and a medium of social practice (Phipps, 2001). Unlike structuralism, which views structure as a hidden code, or functionalism, which sees it as a framework for interrelated parts of a totality, Giddens believes that agency can operate independently of structure (Englund and Gerdin, 2014). This concept is known as the dialectic of control, where individuals can find opportunities to circumvent existing rules and regulations. As Giddens notes, *"The more tightly-knit and inflexible the formal relations of authority within an organization, the more possible openings for circumventing them."* Thus, structuration theory focuses not on structure or agency alone, but on "social practices."

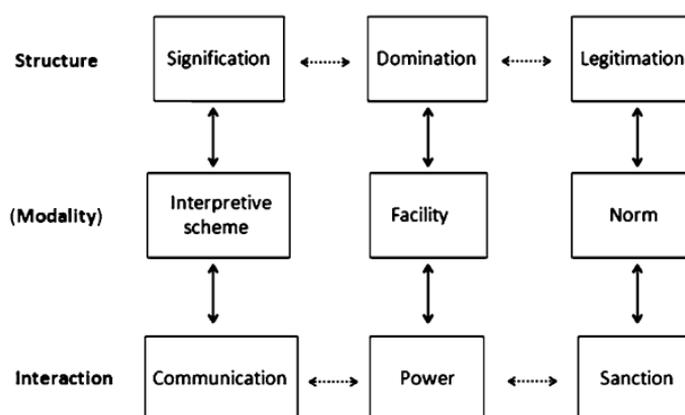


Fig. 1. The dimensions of the duality of structure (Busco, 2009; Englund, Gerdin and Burns, 2020)

Giddens asserts that social structures determine human actions, while human actions simultaneously shape social structures (Englund, Gerdin and Burns, 2011). Structuration theory can be defined (den Hond *et al.*, 2012; Englund and Gerdin, 2014; Samoilenko, 2021) as "the production and reproduction of social systems through members' use of rules and resources in interaction." It also involves the interplay of expected and unexpected consequences, where agents' actions can result in outcomes that consolidate structures in ways the agents might not have intended (Busco, 2009). This idea illustrates that structure is a resource that both empowers and limits society (Samoilenko, 2021).

## 2.2. Theory on Resources

Resources encompass everything necessary for effective functioning and operation. They include anything perceived to have economic value and utility for human needs. The productivity of individuals who produce, exchange, and manage technology and resources is crucial for a company's or organization's competitiveness (Momaya, 2019). Resources span individual, social,

and organizational phenomena. While resources alone do not enable a company to create value for customers, they can be combined to form capabilities (Hitt, Ireland; and Hoskisson, 2016).

Company resources are typically classified into tangible and intangible resources (Zona, Gomez-Mejia and Withers, 2018; Hunt and Madhavaram, 2020). Tangible resources are assets that can be observed and measured, such as production equipment, manufacturing facilities, distribution centers, and formal reporting structures. Intangible resources, on the other hand, are assets rooted in a company's history, accumulated over time, and are relatively difficult for competitors to analyze and imitate. Because intangible resources are less visible and harder for competitors to understand, purchase, imitate, or replace, companies often prefer to rely on intangible resources as the basis of their capabilities. In fact, the more unobservable (intangible) a resource is, the more valuable it becomes for creating capabilities (Baia, Ferreira and Rodrigues, 2020).

**Table 1.** Tangible Resources

<b>Category</b>	<b>Definition</b>
Financial	Financial resources encompass assets or funds owned by individuals, organizations, or governments to fulfill financial obligations, pursue opportunities, and achieve financial objectives.
Organizational	Organizational resources are tangible assets and materials owned and utilized by a company or organization to conduct operations and attain its objectives.
Physical	Physical resources are tangible assets and materials employed in the production or operations of a business or organization.
Technological	Technological resources include physical objects and materials utilized in the development, production, and application of technology.

Source: (Barney, 1991; R Hall, 1993; Hitt, Ireland; and Hoskisson, 2016; David and Forest R. David, 2017; Sukoco, 2022).

### **2.3. Policy Communication Theory**

Policy communication as explained by Cook and Hunsaker (2007) aims to improve coordination, share information, and satisfy social needs (Hared and Abdullah, 2013). Effective and efficient communication within an organization supports the achievement of its goals. In the context of policy implementation, Edward III's model, as cited in (Basabih and Widhikuswara (2024), identifies four influencing variables: (1) communication, (2) resources, (3) disposition, and (4) bureaucratic structure. These variables are interconnected and collectively impact the success of

policy implementation (Damanik *et al.*, 2023).

Policy communication is fundamentally the communication that occurs within the government, translating to the conveyance of government messages, programs, and ideas to the public to achieve state goals (Monge, Edwards and Kirste, 1978; Ayuningtyas and Rahman, 2018). It encompasses several dimensions, including transmission, clarity, and consistency. Policy communication involves key dimensions: transmission, clarity, and consistency (Damanik *et al.*, 2023), such as:

- 1) Transmission: Policies must be effectively conveyed to both

implementers and target groups, directly or indirectly.

2) Clarity: Policies should be communicated clearly to implementers and target groups, ensuring they understand the aims, objectives, targets, and substance of the policy. This clarity enables effective and efficient preparation and implementation.

3) Consistency: Policies need consistency to prevent confusion among implementers, target groups, and other stakeholders.

### 3. METHOD

This research employed a qualitative approach (Creswell, John W. & Poth, 2016). Bogdan and Taylor dalam Firmansyah, Hidayat and Madjid (2022) defined qualitative methodology as a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. The research used the case research method, which Creswell & Poth (2016) described as an exploration of a bounded system—a case or various cases—over time through in-depth data collection, involving various sources of "rich" information in a specific context. This bounded system was defined by time and place, while the case itself could be studied from a program, event, activity, or

individual (Adebimpe, Proverbs and Oladokun, 2021).

The research was supported by several expert panels as informants who provided the necessary information during the research process (Kopyto *et al.*, 2020; Shi *et al.*, 2020). The informants included: 1) Staff of the Director General of Defense at the Ministry of Defense; 2) Staff of the Director General of Defense and Security at Bappenas; 3) Staff of the Director General of Financing and Risk at the Ministry of Finance; 4) Public Policy Communication Experts; 5) Staff from the Indonesian Navy's Planning and Program Staff; and 6) Staff from the Indonesian Navy Personnel Staff. In carrying out this research, the researchers used in-depth interview methods with parties or stakeholders involved in the implementation of the SBSN policy for the Indonesian Navy program. This also served as a form of source triangulation in the research. Additionally, the researchers collected data and comparisons from online media sources and official documents from these institutions.

The procedures used in this research included interviews and documentation (Marlina *et al.*, 2021). Interview and documentation techniques were employed to complement and enhance the accuracy and

correctness of data or information collected from documentation materials in the field, and they served as material for checking the validity of the data. To obtain valid data, the data analysis process involved a data review process (Elis Dwiana Ratnamurni, Eka Ludiya and Amanda Luthfiartie, 2022; Kusumah, 2022). The review process in this research was conducted by triangulating data sources to achieve objective validity of the data

#### **4. RESULT**

Structuration in government public policy communication is inseparable from the roles, activities, and skills of government organization leaders as agents (Englund, Gerdin and Burns, 2020). This phenomenon can be observed and explained through Giddens' structuration perspective, which addresses issues of structure and agency (Busco, 2009). Understanding structuration involves examining the power relationships (den Hond *et al.*, 2012) that shape and direct public communication politics within the government (Basabih and Widhikuswara, 2024).

The research findings indicate that, in the context of structuration, there are problems related to human resources and rules. This is

evident in the lack of understanding or awareness of the SBSN program within the Ministry of Defense, particularly the Indonesian Navy, despite its legalization in 2011 through the 2008 SBSN Law (Surahman *et al.*, 2024). The Ministry of Bappenas, as a structuring authority, appears to have limited the dissemination of information, delaying the Navy's comprehension of the SBSN program's scope and policy priorities as per the RPJMN. Consequently, although the program was officially implemented for the defense sector in 2019, the Indonesian Navy only received a budget allocation for soldier housing in 2021. Furthermore, technical implementation guidelines were unavailable during the planning period and were only provided in 2022.

Communication issues at the implementation level affect disposition, human resources, and the bureaucratic structure (Damanik *et al.*, 2023). The Indonesian Navy, as technical implementers, reported not receiving adequate information, officially receiving it only in 2021 when the SBSN program for soldier housing was approved by the Ministries of Bappenas and Finance. The SBSN policy is articulated in Law Number 19 of

2008 concerning SBSN, followed by Government Regulation Number 56 of 2011 concerning Project Financing through SBSN and Minister of National Development Planning Regulation Number 8 of 2020 concerning Procedures for Managing Projects Financed through SBSN. However, these regulations were not fully known or understood by relevant stakeholders, particularly the Ministry of Defense and the Indonesian Navy, leading to a communication gap between 2008 and 2022.

Several shortcomings were identified due to various factors. First, there is a lack of understanding of SBSN itself. The most critical aspect in structuration is human resources, emphasizing their knowledge of the policy program (Basabih and Widhikuswara, 2024). Bappenas, knowledgeable about the product, initially had limitations in defining and understanding the scope of SBSN, interpreting its use more in civil than military terms. Second, there were delays in information dissemination, partly due to Bappenas' restricted communication as they continued to explore the SBSN program (Richardson, 2020). Eventually, it was determined that SBSN could be used for military projects, specifically soldier housing. When

Law No. 18 of 2008 concerning SBSN was issued, Bappenas initially deemed it unsuitable for the Ministry of Defense, particularly the TNI

## 5. DISCUSSION

Communication of government public policy is inseparable from the roles, activities, and skills of leaders of government organizations as agents (Sackstein, Matthee and Weilbach, 2023). This phenomenon can be observed and explained through the structuration perspective expressed by Giddens, which pays attention to structural problems and agents (den Hond *et al.*, 2012; Englund, Gerdin and Burns, 2020; Samoilenko, 2021). Understanding structuration can be seen as understanding the power relationships that shape and provide direction in the government's public communication politics (Englund and Gerdin, 2014).

The communication case regarding the SBSN policy rollout illustrates how policy communication is conducted by the government. This policy involves not only the relationship between various levels of government institutions but also the relationship between the state and its citizens.

According to Giddens in Sriyono, Asri and Sardi (2021), policy communication can be understood within a structuration framework that connects institutions or agencies (structure) with staff or officials (agents) in dialectical interactions. This interaction is derived from three types of structures: (1) signification structures, which involve discourse, mentions, or symbols represented by the Ministry of Bappenas, the Ministry of Finance, the Ministry of Defense, and the Indonesian Navy; (2) authoritative domination structures, related to control over people in superior-subordinate relations, applicable to the Ministry of Bappenas; and (3) allocative dominance structures, concerning control of financial and knowledge resources, represented by the Ministry of Finance. Additionally, (4) legitimacy

structures pertain to normative or legal regulations, including sanctions and employee ethics within government institutions, namely the Ministry of Bappenas, the Ministry of Finance, and the Ministry of Defense.

In planning the SBSN funding policy program for the Indonesian Navy, Bappenas, the Ministry of Finance, and the Ministry of Defense incorporate the interpretive framework, administrative facilities, legal rules, and norms of relations between superiors and subordinates within the bureaucratic environment. According to Giddens, the structure in utilizing these facilities allows the process of domination over other agents to occur, forming inter-agent relationships in planning the program (Englund, Gerdin and Burns, 2011).

**Table 2.** Typology of Actors (Agents) in SBSN Policy

<b>Category</b>	<b>Characteristics</b>	<b>Institution</b>
Initiator	- State institutions/decision making officials in creating soldier housing programs - Provide ideas and direction regarding funding sources through SBSN	BAPPENAS
Executor	- State institutions/officials as actors in implementing policy programs	Ministry of Finance Ministry of Defense Indonesian Navy

Giddens' structuration theory emphasizes two crucial aspects:

agents (human resources) and structure (rules) (Busco, 2009).

The research findings revealed a significant gap among agents, primarily stemming from their inadequate understanding of the SBSN program. Moreover, there was a delay in their awareness and familiarity with the program, which ideally should have been introduced since 2011. This policy was officially included only in the 2021 Macroeconomic Framework and Fiscal Policy Principles

document titled "Accelerating Economic Recovery and Strengthening Reform." In this document, Minister of Defense Lieutenant General TNI (Ret.) Prabowo Subianto proposed a budget allocation of IDR 129.3 trillion for the 2021 fiscal year to achieve development targets in the defense sector, with IDR 900 billion sourced from SBSN.

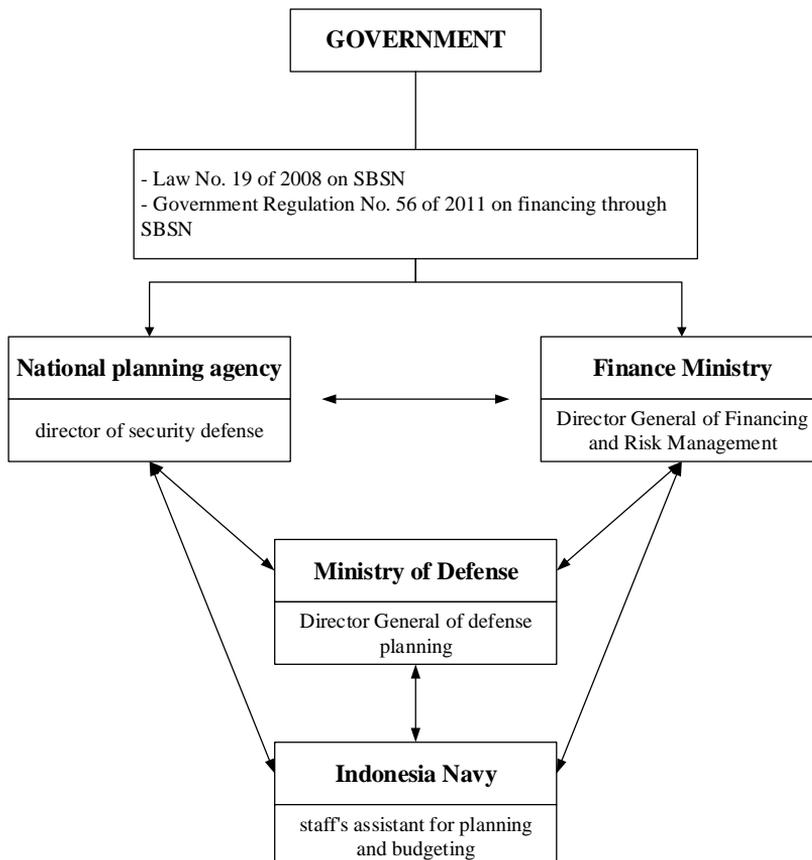


Fig. 2. Policy Communication Structure of the SBSN program as an alternative financial resource.

The negotiation process involved three key institutions: the Ministry of Bappenas, the Ministry of Finance, and the Ministry of Defense. In 2021, the Ministry of Defense was designated to receive an allocation from the SBSN, with the Ministry of Finance allocating Rp. 964 billion for 61 housing development projects within the Ministry of Defense, slightly exceeding the proposed IDR 900 billion. This decision was well-received by the Ministry of Defense. According to information from the Deputy for Facilities and Infrastructure at Bappenas, the allocation of SBSN funds is prioritized based on project evaluations from previous years and the implementing agency's capacity. Future allocations will favor ministries or institutions that demonstrate proficiency in project selection and execution. For the Ministry of Defense, the 2021 SBSN funding marks its initial effort in developing official housing for soldiers, aiming to enhance their welfare.

The introduction of SBSN financing for official housing is viewed as an appropriate solution in realizing welfare programs for Indonesian Navy personnel. From a political negotiation standpoint, this process can be characterized as a dominance quadrant, where final authority rests with the Ministry of

Defense under Bappenas' oversight. Should negotiations stall, they would escalate to higher levels. Simultaneously, this negotiation can be seen as falling under the collaborative quadrant, known as integrative negotiation, where parties collaborate to maximize mutual benefits and align interests to reach a consensus.

The goal of inter-institutional negotiations was achieved through the establishment of cooperation among the three ministries in implementing the SBSN financing program for soldier housing. This aligns with David Oliver's perspective, as cited in Tiberius, Rietz and Bouncken (2020), emphasizing balanced and cooperative negotiations over coercive tactics. Analyzing communication performance describe performance as the symbolic process of understanding human behavior within organizations (Basabih and Widhikuswara, 2024). Effective communication roles are crucial for all stakeholders involved in the SBSN program to optimize policy implementation. The narrative of "Soldiers' Welfare" underpins these efforts, emphasizing clear intentions and policies that foster mutual understanding. The successful implementation of the SBSN housing project is

anticipated to significantly enhance soldier welfare.

In terms of performance, each stakeholder within the three ministries—Dithankam-Bappenas, DJPPR-Ministry of Finance, Indhan Banyek and Loans-Dirrenprogar-Renhan Kemhan, Anjakdya Renprogar Sector Dukops Indhan Banyekjam-Dirrenprogar-Renhan Kemhan, Prabandya BelNonOps BAN IV Progar Srenaal, Kaur TU Ban I Jakrenstra Srenaal, and Ur data Ur Tu Ban IV progar Srenaal—plays a critical role in implementing the 2021 SBSN program. Communication primarily follows a top-down bureaucratic approach between institutions, focusing on the procedural duties and organizational responsibilities of implementing the SBSN program. However, the process of budget submission for the SBSN program incorporates bottom-up elements, where the aspirations of soldiers are accommodated by the Ministry of Defense. This dual approach intersects with both social and political performance, as evidenced by Bappenas prioritizing the Ministry of Defense's submissions and the Ministry of Finance allocating more funds than initially proposed (from IDR 900 billion to Rp. 980 billion), indicating mutual support for the program.

Nevertheless, poor communication performance was observed during the implementation stages in 2019-2020, attributed to limited information dissemination by Bappenas due to prioritizing SBSN budget allocations for other ministries/institutions. Despite these challenges, the 2021 budget priorities reflect good political performance among institutions, with Bappenas expanding the SBSN financing scheme to include soldier housing. This demonstrates a process of acculturation, fostering a shared understanding regarding the SBSN financing scheme for soldier housing, which evolved over stages, notably with the issuance of Bappenas Ministerial Decree No. 8 of 2020 concerning Procedures for Managing Projects financed through the Issuance of SBSN.

*Theoretical implications.* Theoretical implications arise from this analysis of policy structuration between Bappenas, the Ministry of Finance, the Ministry of Defense, and the Indonesian Navy in leveraging financial resources for defense. First, it highlights the role of political factors in shaping defense funding policies. By examining how agencies navigate political pressures and interests in defense funding, researchers can uncover the underlying motivations

influencing resource allocation decisions. Second, it underscores the importance of accountability mechanisms in defense funding. Research into these dynamics can assess the effectiveness of existing accountability frameworks, ensuring transparency, efficiency, and integrity in managing defense budgets. These insights contribute to a deeper understanding of governance and resource management within the defense sector.

*Practical Implications.* This research carries several practical implications that can guide policymakers and stakeholders in optimizing financial resources for defense. Firstly, by analyzing power distribution and dynamics among different actors, researchers can uncover both challenges and opportunities in enhancing defense funding. This understanding helps policymakers navigate complex decision-making processes and negotiate resource allocation more effectively.

Secondly, emphasizing collaboration and coordination among key institutions is crucial. Policy structuration analysis reveals pivotal areas where institutional cooperation is essential for optimizing defense finances. Facilitating communication between Bappenas, the Ministry of Finance, the

Ministry of Defense, and the Indonesian Navy can streamline processes, reduce redundancy, and amplify the impact of defense expenditures.

Thirdly, policy structuration analysis identifies inefficiencies or barriers within the current financial management framework for defense. By pinpointing underutilized or misallocated resources, researchers can propose targeted improvements to enhance efficiency and effectiveness in resource allocation

## **6. CONCLUSION**

In 2019, a new alternative policy was made to resolve issues related to the constrained budget of the Indonesian National Armed Forces (TNI) through coordinated efforts among three key state institutions involved in the national budgeting process: the Ministry of Defense, Bappenas, and the Ministry of Finance. This initiative involved utilizing State Sharia Securities (SBSN) as a source of funding to augment the Ministry of Defense's budget within the State Budget (APBN). While introducing SBSN as a financial resource for defense marked a new governmental policy, the implementation process highlighted a critical communication gap. The primary

stakeholders, particularly the Ministry of Defense and the TNI, did not possess a comprehensive understanding of the SBSN policy. This research aims to analyze the policy structuration among Bappenas, the Ministry of Finance, the Ministry of Defense, and the Indonesian Navy in bolstering financial resources for defense.

The research findings indicate significant structural challenges, particularly in terms of Human Resources (HR) and regulatory frameworks. The lack of full comprehension of the SBSN program, dating back to its legalization in 2011 under the 2008 SBSN Law, underscores issues related to information dissemination. This gap appears rooted in authoritative dominance within Bappenas, delaying the dissemination of information necessary for understanding the scope of SBSN applications within the defense sector and aligning policy priorities with national development plans (RPJMN). Despite the official implementation of the program for defense in 2019, budget allocations for the Indonesian Navy in 2021 were restricted solely to soldier housing. Moreover, deficiencies in technical implementation guidelines during the planning phase further complicated the process, with these

guidelines only becoming available in 2022.

Several deficiencies stemmed from various factors. Firstly, there was a critical need for enhanced understanding of SBSN among HR. Bappenas initially perceived SBSN primarily in civil rather than military contexts, thus limiting its initial application. Secondly, delays in policy-related information dissemination were observed, partly due to information restrictions within Bappenas. This delay stemmed from their evolving understanding of the SBSN program, culminating in the formulation that SBSN could indeed support military projects, notably in soldier housing, contrary to earlier reservations following the enactment of Law No. 18 of 2008 on SBSN.

### **Future Work**

There are several limitations of this research. Firstly, this research does not undertake a comparative analysis of policy structuring processes among these institutions to identify similarities and differences in how financial resources are allocated for defense purposes. Such an analysis could offer insights into the factors influencing decision-making and resource allocation across different government agencies. Future

research could employ a qualitative descriptive statistical method to conduct these comparisons.

Secondly, there is a need to explore the extent of collaboration and coordination among Bappenas, the Ministry of Finance, the Ministry of Defense, and the Indonesian Navy in managing financial resources for defense. Investigating how these agencies collaborate to align their goals and priorities could yield valuable insights for enhancing interagency cooperation and improving resource allocation effectiveness. Future research could delve into collaborative governance between financial and defense institutions using a qualitative method approach supported by multicriteria decision-making (MCDM).

Thirdly, this research does not assess the impact of the SBSN program as an alternative financial resource for defense. Conducting impact assessments to evaluate the outcomes of defense funding policies implemented by these agencies could provide crucial insights into their effectiveness in achieving national security objectives. Future studies could measure the impact of financial resource allocation on defense capabilities and preparedness, evaluating the efficiency and

effectiveness of current policy frameworks.

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