

**Public Communication Strategy at the Islamic Republic of Afghanistan Embassy in
Indonesia**



FINAL THESIS*

Submitted to Fulfil the Requirements for Obtaining a bachelor's degree in Communication
Studies at the Faculty of Psychology and Socio-Cultural Science

Universitas Islam Indonesia

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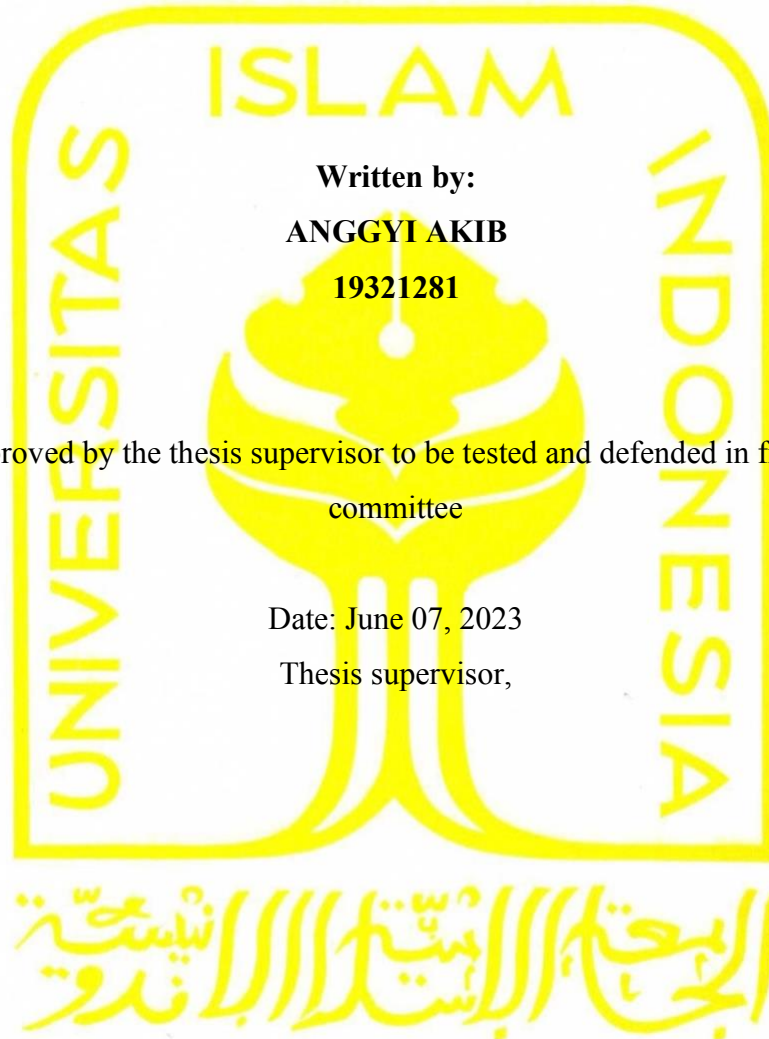
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**LETTER OF AGREEMENT
UNDERGRADUATE THESIS**

**Public Communication Strategy at the Embassy of the Islamic Republic of Afghanistan in
Indonesia**



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It has been approved by the thesis supervisor to be tested and defended in front of the thesis committee

Date: June 07, 2023

Thesis supervisor,

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**STATEMENT OF ETHICAL CLEARANCE
UNDERGRADUATE THESIS**

**Public Communication Strategy at the Islamic Republic of Afghanistan Embassy in
Indonesia**

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It has defended and has been validated by the Thesis Committee of Communication Science
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STATEMENT OF ACADEMIC ETHICS

Bismillahirrahmanirrahim

Signing below, I:

Name : **ANGGYI AKIB**

Student Number : **19321281**

Through this letter I stated that:

1. During the process of accomplishing this thesis research, researcher did not perform academic frauds in any kind of form, such as plagiarism, involving others in making the thesis, or any kind of violations which are contradicting the academic ethics highly upheld by Islamic University of Indonesia.
2. Therefore, this thesis is a pure form of my scientific work as a student and a researcher, and not involving other people/parties.
3. Should be there any occasion, after I graduate from the Communication Science Department in Faculty of Psychology and Socio-Cultural Science of Islamic University of Indonesia, which states that this thesis has strong evidence of being a plagiarism work of conducting academic frauds, I will be responsible for all the consequences and academic sanctions that has been set by the Islamic University of Indonesia.

Hence this statement is truly sincere

Yogyakarta, February 21, 2023



(Anggyi Akib)

19321281

MOTTO

“No one is coming to save your problem, your life’s 100% your responsibility”

-Unknown

“Whatever is your destiny, will find a way to find”

-Ali bin Abi Thalib

“I’ve felt all the bitterness in life and the most bitter is hope in humans”

-Ali bin Abi Thalib

Dedication

I dedicate this work to:

My mother, family, myself, and everybody who has ever been by my side to support me.

FOREWORD

Assalamu'alaikum Wr. Wb

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The researcher's road to finishing this undergraduate thesis was not simple. There were so many challenges during the preparation of this thesis which was draining, mentally and financially. However, Allah SWT always provides and facilitates the way for the researcher to complete this final thesis, especially by presenting many people who help and motivate in various conditions. Therefore, the researcher would like to thank a few people for their support, prayer, and contribution.

First, I would like to thank my mother, Ludia, for giving me the best and endless prayers, love, and support in my life. Who never bore hearing all my stories, who was always by my side even though no one believed the way I chose, and who never stopped trying her best to provide her child all they needed. To my sister, Rahmwyaty, Rini, Rahmi, to support and provide financial things. To my little sister, Meli, just wait, I will give you my best.

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Yogyakarta, February 21, 2023



Anggyi Akib

ABSTRACT

The implementation of public communication at the Islamic Republic of Afghanistan Embassy in Indonesia cannot be separated from its role as a public diplomacy of Afghanistan that uses public relations strategy to achieve the institution's purpose. This research was formulated to observe the management or public relations efforts to create links with the external parties and describe the public communication strategy and also the way they deal with the challenges. The researcher collects the data using qualitative methods and derived data from observation on several platforms that the Afghan Embassy using to spread information and in-depth interviews with Mr. Qais Barakzai, a Deputy Ambassador and Political and Economic Counselor, and Mr. Ahmad Tariq Sani, a head of Consular at the Islamic Republic of Afghanistan Embassy in Indonesia. The researcher identifies that Afghan Embassy in Indonesia uses three platforms to distribute information that has the potential to influence public knowledge and trust in the institution. They also implement public relations strategies to create a link with external parties with government, press media, and community to strengthen the relationship between the two countries. As public diplomacy, the Afghan Embassy also implements three key dimensions that have been influential in creating the reputation of the institution whether including the maintenance of daily communication, strategic communication conducted by public relations, and strategy to build long-lasting relationships through collaboration and capacity building by making agreement and collaboration with many parties in many fields to create national branding and a country's reputation.

***Keywords:* Public Communication, Public Relations, Public Diplomacy**

CHAPTER I

INTRODUCTION

A. Study Background

Public communication is the delivery of messages in the form of ideas, information, invitations, and other to many people through various means. According to Dijkzeul D and Markus M (2005), public communication is an activities and communication strategy aimed at target audience. Public communication has a broad reach that can use multiple platforms to fulfill its goals. Public information can be disseminated in different ways, such as by using email, blocks, social networks such as Facebook, Instagram, Twitter, short message services, and other mediums that can reach a broad audience. Public communication uses communication to inform or persuade, build relationships, and encourage open dialogue within the organization or community toward long-term solutions. According to Cook and Hunsaker (2007), Public communication strives to improve coordination, communicate information, and meet social demands; consequently, communication can help organizations achieve their goals if effective and efficient communication within the organization. The main characteristic of public communication is the delivery of important messages to be known by the public or commonly known as public information concerning public affairs and is expected to arouse reactions from many people. The general purpose of establishing public communication is to provide clear information to many people about an organization about many things about the organization. For instance, the organizer's activities, policies, the outcomes of the organization's products, and so on that relate to the organization. Furthermore, the establishment of public communication serves as a link between the organization and the community outside the institution.

Public communication can be done by anyone and even by a professional public communicator Wildan Hakim (2014). Professional public communicators include Public Relations staff, journalists, radio broadcasters, presenters, a consular, and so on. A public relations officer/practitioner must be able to develop a quality communication model so that messages can reach the public clearly and precisely. In this case, it is required to package information accurately and attractively so that the information that is equated in accordance with the needs of the public and the credibility of the information conveyed by an institution in the

eyes of the public is increasing. These include whom to talk to, the reason to talk to them, when and how to talk, what forms of communication you want your content to have, and which channels you use to share your content. Submission of good communication will produce a good quality of message delivery so that messages can be received by the audience well. Presentation is an excellent example of public communication practice. Presentations should be viewed as more than a communication technique or decision-making. Even if the presentation is informal, it must consider the audience and the aim of the presentation. A presenter is responsible for delivering communications as effectively as possible. Therefore, elements like eye contact, vocals, accuracy, and planning are important strategic keys to conveying a message. Furthermore, various public communication activities such as seminars, campaigns, socializing, gatherings, and many other activities are a set of public communication strategies that is crucial for achieving an organization's goals.

Preparing good public communication and strategy is necessary to build internal and external relationships to achieve the organization or institution's goals. Public relations practitioners set a strategy or activity of communication to establish good relations between the institution and other external parties. According to Jerkins (2004), all planned means of communication between an organization and its audience, whether internal or external, are in order to accomplish particular objectives based on understanding. Public relations are present as a process, or an interaction carried out by organizations with the aim of creating public opinion, providing perceptions, instilling understanding, and creating public participation to create mutual relationship, instilling goodwill, perception, and mutual trust is necessary for a positive public perception of the institution or organization to arise. Additionally, PR professionals develop the public relations strategies or policies used to influence, achieve a common understanding, facilitate information, and gather organized public response at a specific time in order to save and maintain good communication. This is done by methodically using efficient research and analysis of actual policies and performance on mutually beneficial goals between the institution and the public. According to Harlow, a particular management task known as public relations (PR) aids in establishing and maintaining communication channels, mutual acceptance, and cooperation between a company and the general public. Public relations includes problem management or issue management, and PR helps keep control responsive and up-to-date with public opinion. PR defines

and promotes management's responsibilities to serve the public interest and as the early warning system for predicting the direction of change. Public relations practitioners use research, good communication, and ethics as critical tools. So because of that, public relation is essential to building strategic management of institutions. Its responsibility is to employ communication to forge relationships with and establish the organization's reputation among the strategic public, which shapes and limits the institution's mission. There are many kinds of strategies in public relations, and it all depends on the things that the organization wants to achieve and what type of strategy they will run to build the organization's image.

Every country has relations with the international community, which is known as diplomatic relations. The embassy offers a collection of diplomatic services, including consular services. An Embassy contributes to preserving and protecting the connections between the sending and receiving States through a specific diplomatic relation. The Embassy may serve as a vital conduit for communication between two nations. Technically, the Embassy refers to the diplomatic delegation or ambassador to build relationships with the host country where they are working. Ambassadors have a crucial role in maintaining affiliation between their country and the country concerned. Diplomatic representatives or ambassadors are individuals who represent a country in formal relations between two countries. The sender or receiving country accredits or officially recognizes the representatives as representatives of their country. An ambassador's main tasks as a country's representative are to arrange negotiations with other countries, to carry out investigations with the government in the host country, and to represent his country in many aspects such as policies and politics. Moreover, an ambassador also protects the interests of his citizens in the host country to establish enhanced friendships between sending and receiving countries in the fields of economy, culture, and others.

The Islamic Republic of Afghanistan Embassy is also a diplomatic representative in the territory of the cooperating countries to represent and fight for the interests of the nation, state, and state government. The relationships span various topics, including politics, the armed forces, law, culture, and education. Afghanistan embassy is also a diplomatic representative in the territory of the cooperating countries to represent and fight for the nation's interests, State, and state government. On top of that, an embassy performs various activities, such as providing

guidance and support to its citizens overseas, issuing visas, and serving as a diplomatic presence for the home countries, among many other diverse duties. However, after the Taliban seized power in Afghanistan, there were many changes, especially in the tasks and strategy implementation as an Afghan representative carried out by the Islamic Republic of Afghanistan Embassy in Indonesia and other Afghanistan representatives all over the world. In fact, with this condition, the Islamic Republic of Afghanistan Embassy in Indonesia still operate the office because they still want to keep relation with Indonesia and provide the basic need of all the 7.400 Afghan refugees such as need and require the consular services, like passport extension, birth certification, education document and other. Therefore, a good communication strategy is also needed to build a good relationship with other parties. An ambassador/representative of a country can perform numerous things while carrying out their duties, but only in conformity with the receiving country's legislation. For example, the ambassador has diplomatic immunity, which includes freedom from the reach of the receiving country's applicable laws, guaranteed security for themselves, the search of the embassy building/ their place of residence, communication using passwords, freedom to pay taxes, to fly the flag of the embassy where he lives, and other policies. Because the Afghanistan Embassy serves as a representative of its the nation, it performs public relations duties for an organization, and every step of the way through public relations strategies in each activity is essential to its agency.

This study was conducted with the goal of observing public communication strategy activities or management activities implemented by public relations partitioners in the Islamic Republic of Afghanistan Embassy in Indonesia to build external/public connections and how they overcome the situation by conducting observations and in-depth interviews with the public relation practitioner from the Islamic Republic of Afghanistan Embassy to get direct and concrete data. In addition, look at the practical benefits that will be utilized by the community concerned (public communication strategy), and the result of this research is expected to be useful for communication/public communication practitioners and can be a resource for future research. Additionally, this research can be a reference regarding public communication in institutions. This research is also expected to be helpful as material for evaluating organizations/institutions for the performance of public relations practitioners from the Embassy of Afghanistan or other institutions.

B. Research Questions

Based on the background and identification of the problems presented. In this study, the researcher needs to know about management activities by public relations in the embassy of Afghanistan. Therefore, the research questions are:

1. How do the public relations of the Afghanistan Embassy manage public communication in Indonesia?
2. What are the problems of public relations activities in the Afghanistan embassy?

C. Research Purpose

The purposes of conducting this research are:

1. Observing the management or public relations efforts carried out by the Islamic Republic of Afghanistan Embassy in Indonesia to create links with the external parties and how they deal with challenges.
2. Describing the public communication strategy conducted by the Islamic Republic of Afghanistan Embassy in Indonesia as a public diplomacy.

D. Research Benefits

1. Academic Benefits

This research is expected to be useful for communication studies/public communication practitioners and can be a resource for future research. Additionally, this research can be a reference regarding public communication in institutions.

2. Practical Benefits

This research is also expected to be helpful as material for reference and evaluating organizations/institutions for the performance of public relations practitioners from the Embassy of Afghanistan or other institutions.

E. Theoretical Framework

1. Previous Research

a. The Public Relations Activities in the Palestine Embassy (Dzakiyyah Ulfah, 2012).

This research was submitted to the literature and fine arts, faculty of Universitas Sebelas

Maret, to take the final project report for D-III for the English literature program.

This research collected the data through observation (observing activities in the embassy of Palestine), Interviews (interviewing the head of the secretary division), and literature review. In this research, the researcher found many kinds of weaknesses in practicing public relations in the embassy of Palestine. Thus, the organizational structure shows this, which has no public relations division but is held by the secretary of the Palestine Embassy. The difference with my research is in the time of the study and the data collection target. The significant differences from the research that I will conduct with this previous study are in the time of the study and the data collected target. This previous study collected data from the Embassy of Palestine in Indonesia in 2012, while my research's target for data collection is the Embassy of Afghanistan in Indonesia in 2022. Moreover, the difference in time and target will differentiate the data collected, which are influenced by the progression of time, communication, and the application of prior theories that adapt to the conditions. From this research, the researcher knows that maintaining public relations activities with internal and external parties in the embassy of Palestine has significantly impacted their organization.

- b. Diplomacy Communication Strategy at the United States Embassy in Indonesia (Ningrum, B.P. 2011).** This research was submitted to the faculty of da'wah and communication science to fulfill the requirements for obtaining a bachelor's degree in Islamic social science (S.Sos.I)

This research uses a qualitative method and collects data through literature review, observation, and interview with an assistant cultural attaché in the embassy of the United States of America in Indonesia. The researcher found that the communication strategy at the Public Diplomacy of the United States Embassy in Indonesia shows good programs and can be seen from the well-known diplomacy results. In preparing and implementing the program, the media has an important role in forming good relations between the United States and Indonesia. The differences with my research are in the latest phenomena (technology and communication patterns), which will be different from the communication

strategy in the previous study. The difference between this research and the research that I will conduct is in the last phenomena (technology and communication pattern/strategy) applied to the US embassy and the Embassy of Afghanistan as country representatives to maintain affiliation between their country and Indonesia. specially the United States is a large country that is inversely proportional to Afghanistan, so it is necessary to know a communication strategy that public relations practitioners adequately develop to build good relations. From this research, the researcher knows that developing a proper communication strategy is vital to build good relations between Afghanistan and Indonesia.

- c. **The Implementation of Public Communication Management Policy at the Ministry of Energy and Mineral Resources (Ramadani T, 2019).** This research was submitted by a magister student at Politeknik Sekolah Tinggi Ilmu Administrasi – State Administration Agency in Jakarta.

This research used the qualitative paradigm method with a case study at the Ministry of Energy and Mineral Resource (ESDM) to analyze and collect the data from observation, interviews, and document review with the public service communication bureau and cooperation of the ministry of ESDM. The researcher found that implementing the public communication management policy at the ministry of ESDM was already runaway and can be seen in a well-planned public communication strategy. All the public communication policies can be seen in the mass media, which builds a positive quality and neutral image of the ministry of ESDM so that negative news can be minimized. The differences between the previous study and my research lie in the time of the research and data collection target. This previous study focuses on collecting data on the ministry of ESDM in Indonesia to know the public communication implemented by a study case. In contrast, my research focused on collecting data at the Afghanistan embassy to know the public communication strategy implemented there. From this research, the researcher knows that the right strategy for public communication will help shape the institution's image. Moreover, the strategy that will implement in the institution will be different from other institutions because it will follow the targets and objectives of the organization.

- d. **Process in a Project Implemented by a Public Institution (Mateusz Kot, 2020).** This research was a student's PhD at Cardinal Stefan Wyszyński University in Warsaw, Institute of Media Education and Journalism

This study employed the qualitative method of individual in-depth interviews as a research approach. The study was conducted in a public institution to collect data on implementation projects funded by an external, public, or private source. This study aims to define communication relationships within a public institution between a project team, a project manager, and a larger project environment. Based on the collected data, the researcher discovered some data related to five major issues related to the communication processes in the studied project: a hierarchical structure, professional dependence, understanding of one's mutual duties, relationships between project team members, and communication with the steering committee. A project management strategy was developed based on the findings. The significant difference in this study with my research is focus on the subject of this research, while my research just focuses on one institution is the Islamic Republic of Afghanistan Embassy in Indonesia. From this research, the researcher knows and gets information about building a good communication strategy with other parties, especially external ones.

2. Theoretical Framework

a. Public Communication

Communication is a process of delivering messages or information from one party (informant) to another (receiver). Communication is a very fundamental requirement for someone in social life to stay in touch with one another. The communication process is not only about the process of delivering messages through oral base or voice, even more than that. The communication process can also be done non-verbally through signs, posters, video, audio, text, gestures, intonation, and other media used to convey messages. The term communication comes from the Latin word *Communis* which means to create togetherness or build togetherness between two or more people. According to Cherry in Stuart (1983) communication also comes from the Latin word *Communico* which means to divide. In addition, communication also has several elements or components that are very important

in order to create good communication, namely sender, medium, effect, receiver, feedback, and message. Communication is a transactional process, a symbolic process that requires people to regulate their environment by building relationships with fellow human beings through the exchange of information to strengthen the attitudes and behavior of others and try to change attitudes and behavior.

Public communication often occurs the area around the audience. In terms of communication, this has several goals, such as sharing information, addressing issues, and persuading people to change their minds or do something that is in line with an organization's goals. Typically, public communication processes begin with a line or a single arc. This is because the communicator is very active in conveying the message. Instead, communication or audience tends to be passive or merely focuses on the content of the message. However, there hasn't been any feedback or backlash in public communication. As a rule, this occurs whenever a communicator gives a message to his or her whole attention in order to respond or escalate the situation. In addition, other characteristics have public communication stating that the message being reported does not occur spontaneously, in addition to being grounded and taking place more quickly. The definition of public communication an ongoing, deliberate effort to create and preserve a mutually beneficial understanding between an institution and the public. This approach demonstrates that public communication is a method or endeavor to foster communication between institutions and people outside the institution/organization (Coulson-Thomas, 2002).

Public communication has the potential to influence public knowledge and trust in the government/institution. Public communication is communication that occurs in front of a large crowd. Public communication or public speaking, according to Judy Pearson and Paul Nelson (2009), is a process of using messages to generate similar meanings in a situation in which a source transmits a message to a number of message recipients who provide feedback in the form of messages or nonverbal communication, and sometimes in the form of questions and answers. Public communication messages might be information, invitations, or thoughts. Mass media is a tool for statements at public meetings or

demonstrations that can reach and inform message to the public. For example, blogs, social networking sites, comment sections on websites/blogs, e-mails, SMS, letters, billboards, banners, or other media are facilities for spreading information. Therefore, it is crucial to determine a public communication strategy that will be carried out directly or through social media. Public communication without boundaries on social media can have a negative impact on public communication since all media report anything without regard for data reliability, which can induce concern. During the epidemic, social media presents an extra challenge in assuring compliance (Wilder-Smith & Freedman, 2020). Pearson describes public relations as the "management function of an organization that assists that organization in obtaining and maintaining excellent relations with all of the public upon which it relies for survival." (Pearson R, 1989). Generally, public relations are considered an aspect of public communication.

The primary goal of public communication is to share information with a large number of people about organizations, such as their activities and production result. Aside from that, public communication serves to strengthen bonds between organizations and their constituents.

b. Public Relations Strategy

Public relation is a set of processes or activities to establish communication between an institution and other stakeholders/parties. According to Frank Jerkins, all forms of planned communication, both domestically and internationally, are considered public relations to attain specified goals based on mutual understanding between an organization and its audiences. According to Effendy (2008), public relation is two ways of communication between organizations and the public to support the function and goal of the company/institution by improving cooperation among them so it can create mutualism between the company and the public. Public Relations has a broad scope because, within a company/institution, they are involved in internal and international matters to improve connections with the larger society. According to Harlow, public relations (PR) is a specific management role that assists in establishing and maintaining lines of communication, mutual understanding, acceptance, and cooperation between the institution and the general

public. According to Frank Jefkins (2003:9), public relations is any form of communication that occurs within any company, whether in person or through the media, to achieve specified goals. This means that public relations are becoming increasingly important, emphasizing more than simply mutual understanding, but also several other mutual understanding-related goals. The fundamental purpose is to increase communication so that there will be specific changes, such as turning or handling a negative situation into a favorable one.

However, a public relations practitioner needs to develop a good strategy to achieve company goals. Strategic thinking includes various actions for estimating or building the desired future (Marissan, 2018). According to Yusmawati (2017), PR strategy is how a public relations practitioner can analyze the environment, develop strategies, implement strategies, and control strategies. As a result, a public relations practitioner must understand which steps or strategies will be used to achieve the vision and purpose of an organization or firm where he works in order to determine what form of communication to implement to carry out his duties. According to Butterick (2012), Public Relations must have a plan/strategy for achieving the success of the program. Public relations strategy is a role that helps build and maintain internal and external communication channels. In addition, aspects of public relations with the social science aspects of an organization, namely highlighting the organization's responsibility to the public interest or the interests of the wider community. Every organization is judged based on every step it takes. The researcher will employ the concept of external public relations to find the public communication strategy used at the Afghanistan Embassy.

1) External Public Relations Strategy

Developing an external public relations strategy can strengthen relationships between organizations/institutions and outside the agency. The external public generally consists of mass media/press, customers, government, surrounding communities, and financial institutions. External public relations strategy aims to establish the organization's reputation among external stakeholders such as customers, partners, and the general public. An excellent external public relations

team can assist in bridging the trust gap by working to boost the organization's credibility and reputation within its industry and the process of external communication can be used to advance the work of public agencies/institutions. So, external public relations are an essential component of every organization. It has a significant impact on how external stakeholders perceive them. External public relations parties' partners include the governmental institution, press media, the community, and others. Thus, an external public relations strategy refers to the tactics and methods used by an institution to build and maintain positive relationships with external stakeholders such as the following:

a) Government Relations

Government relations are the communication between organizations and the government. Government relations are a vital sector of a company because public relations practitioners are responsible for ensuring that the policies and laws passed are in accordance with the company's goals or desires, and public relations do this by monitoring, assessing, and responding (Bay Singer & Woodman, 1982)

b) Press Relations

Press relations is the activity of establishing and maintaining positive relationships with people who work for newspapers and other publications to raise awareness of a product, service, company, or organization.

c) Community Relations

Community relations are an important part of any successful business or institution. Refers to the numerous techniques that institutions or companies utilize to create and sustain mutually beneficial relationships with the communities in which they operate.

c. Public Diplomacy

Diplomas are the only means that a nation uses to carry out the policies and procedures that the foreign ministry of the country has adopted and implemented. According to the data, diplomacy is the only type of political strategy that requires good planning and deliberation. Not only do professional diplomats conduct diplomacy, but also members of the military or other individuals who have received approval and authorization from the government. Diplomatic tasks that are suggested may take the form of different diplomatic initiatives in different diplomatic channels. It is possible to understand that diplomacy enables any nation to achieve goals or agreements with other nations in various fields without using formal agreements or violence. Diplomacy can be defined as a key way of implementing foreign policy and a regular form of communication in international relations (Vukadinovic, 1994: 109). According to Barston (1988), Diplomacy is responsible for managing relations between countries and other parties through advice, planning, and implementation of foreign policy, as well as coordinating and ensuring specific and broad interests.

In Mark Leonard's book "Public Diplomacy," explains that building a partnership involves understanding a population's needs and goals, communicating with them, fostering diversity within international communities, and looking for places where the government may conduct joint diplomatic operations. Mark Leonard observed public diplomas as public goods where credibility and a nation's reputation are compromised in order to elucidate the environment that permits the expression of a nation's unique characteristics. According to Edward Murrow (1963), Public Diplomacy is interaction not only with governments of other countries but, even more importantly, with individuals and non-governmental organizations, which present various alternative points of view that are not only those of the government. The concept of public diplomacy is a subfield of the international relation field, which focus on the strategy of a representative of a country/diplomat to manage the relationship with another country. Public diplomacy is also defined as a country's attempt to influence public opinion and leaders in other countries in order to achieve foreign policy objectives. This is also connected to the practice of communicating from a country's government to the population in other countries by

providing signals about that country's opinions or policies. According to the international relations dictionary, public diplomacy is described as a country's attempt to influence public opinion in another country through various methods such as films, cultural exchanges, radio, television, and other media. Public diplomacy mixes information and government with long-term cultural ties to create stronger soft power relationships. According to Nye (2004), there are three keys of public diplomacy as follows:

1) Daily Communication

The dimension of daily communication in the context of making national decisions and foreign policies is carried out (framing) such as conveying policies to the press, handling crises, conveying development information to provide a quick response by providing facts, and handling when a crisis occurs.

2) Strategic communication

The dimension of strategy communication is carried out to form public diplomacy with related countries. These activities can be done by developing communication strategies such as through symbolic events that have deep meaning, creating meaning for the main target parties and general targets while also explaining attitudes towards an issue.

3) Long-lasting Relationships

This dimension was built to build long-lasting relationships with related state parties through various things. Starting from cultural exchange, the introduction of language and culture through various channels (general media: films, songs, literary works) and also building scholarship relationships, pop culture, exchanges, and other things.

To achieve the goals of public diplomacy, these three dimensions are influential in creating the "image" of the country to enable the desired outcome to be achieved to create good relations that allow tolerance, understanding, and respect for the country concerned. So that the creation of

public diplomacy is a two-way understanding, namely listening and speaking, which seeks to understand and understand related countries.

F. Research Methodology

According to Sugiyono (2010), The research technique is described as a systematic approach to data collection with clear objectives and applications. The research method is a technique for gathering information based on requirements.

1. Research Method and Approaches

This research used the qualitative method to analyze and determine the data to obtain information related to what public relations partitioners at the Islamic Republic of Afghanistan Embassy do in reality. According to Mole Ong (2011), qualitative research seeks to comprehend phenomena related to what study subjects experiences, such as behavior, perspectives, motivations, actions, and others. According to Creswell and Imam Gunawan (2013), qualitative research is an approach to building knowledge statements based on a perspective or participatory perspective. A qualitative technique, often known as an investigative strategy, is one in which researchers collect data in person and interact with people at the research site. The significance of qualitative research methodology is to generate descriptive data from verbal or written communication, including observable behavior. Simultaneously, the qualitative approach focuses on studying problems, events, actions, and values from the perspective of individuals.

According to the preceding description, this research collected the information and the data using qualitative methods by conducting research with the consular of the Afghanistan embassy in Jakarta, Indonesia, to describe the PR activities and propose solutions.

2. Research Time and Location

This research was conducted starting from September 2022 until June 2023. The location for collecting information and data for this research collected at the Islamic Republic of Afghanistan Embassy in Jakarta, Indonesia.

3. Research Informants

The primary data source is research informants, who are chosen through a deliberate sampling approach or a sampling strategy that reflects a community group that can best contribute information about the research. According to Mike Allen (2017), A person who possesses specialized knowledge or skill regarding a certain culture or group members is known as an informant. The informants must know the climate, culture, and organizational procedures. The insiders or gatekeepers of an organization are other names for the informants. The informants of this study are Mr. Qais Barakzai as the Deputy Ambassador and Political and Economic Consular of the Islamic Republic of Afghanistan Embassy and Mr. Ahmad Tariq Sani as the Head of Consular at the Embassy as a source of access, knowledge, and continual input throughout the study process when collecting and gathering data for analysis, so researchers get the right and accurate data.

4. Data Collecting

Data collection is a vital instrument while collecting research. Data collecting was done to gather the data required to accomplish the study's goals. According to Creswell (2014), the process of collecting data through several processes of observation, interviews, documents, and audio-visual. Data collection is the systematic gathering and measuring of data on important factors in order to answer specific research questions, test hypotheses, and assess results. To achieve the study's objectives, the researcher used two techniques to collect the information through observation and in-depth interviews. The usefulness of observation and depth interviews assists researchers conducting qualitative research to remain as close to the phenomenon being studied as possible in order to comprehend people fully (Goodwin & Horowitz, 2002)

a. Observation

The observation method is a data collection method used to collect research data through security and sensing. Observation is used to observe the atmosphere, at functional and social relationships. According to Rubiyanto (2011), observation is collecting data by observing the object directly under study. An observation activity can be categorized as a research data collection activity if it has the following criteria:

- 1) Observations are used in research and have been seriously planned

- 2) Observations must be related to the stated research objectives.
- 3) Observations are recorded systematically, related to general proportions, and not presented as something that only attracts attention.
- 4) Observations can be checked and controlled for their validity.

In this study, researchers carried out observations by monitoring the public communication strategies and how they overcome the problem or crisis situation by public relations practitioners at the Islamic Republic of Afghanistan Embassy in Indonesia. The researcher also conducted the observation through several social media that the Islamic Republic of Afghanistan Embassy uses for disseminating information such as their website, Facebook, Instagram, and other media to collect the data.

b. In-Depth Interview

An interview is a communication that has a particular objective by two parties, namely the interviewer and the resource person who provides answers to questions posed by the interviewer (Maleong, 2013). In interviews, a participant typically responds orally to a variety of questions posed by the interviewer. According to Nasution (2016), interviews are used as a data collection technique when conducting a preliminary study to identify problems that need to be researched, as well as when researchers want to learn things from more in-depth respondents, and the number of respondents is small. An in-depth interview is a process to obtain information in accordance with the research objectives of the researcher through a question-and-answer process while face to face between the interviewer and the informant (the interviewee).

Depth interviews are primarily undertaken with individual respondents, collecting data from a group of individuals. Detailed interviews are recorded and transcribed by voice so that participants' comments can be encoded later. It is also a widely used method of information gathering and includes both a framework and a structure. Just like other interview methods, only the role of the interviewer, the purpose of the interview, the role of the informant, and the way to conduct the interview are different from interviews in general. The significant thing from other interview methods is that in-depth interviews were

conducted many times and took a long time with informants at the research location. In this study, the researcher conducted depth interviews with Mr. Qais Barakzai, a Deputy Ambassador and Political and Economic Counselor, and Mr. Ahmad Tariq Sani, a head of Consular at the Islamic Republic of Afghanistan Embassy in Jakarta, Indonesia.

5. Data Analysis Technique

In this study, the researcher will use the interactive analysis model by Miles and Huberman as a technique to analyze data.

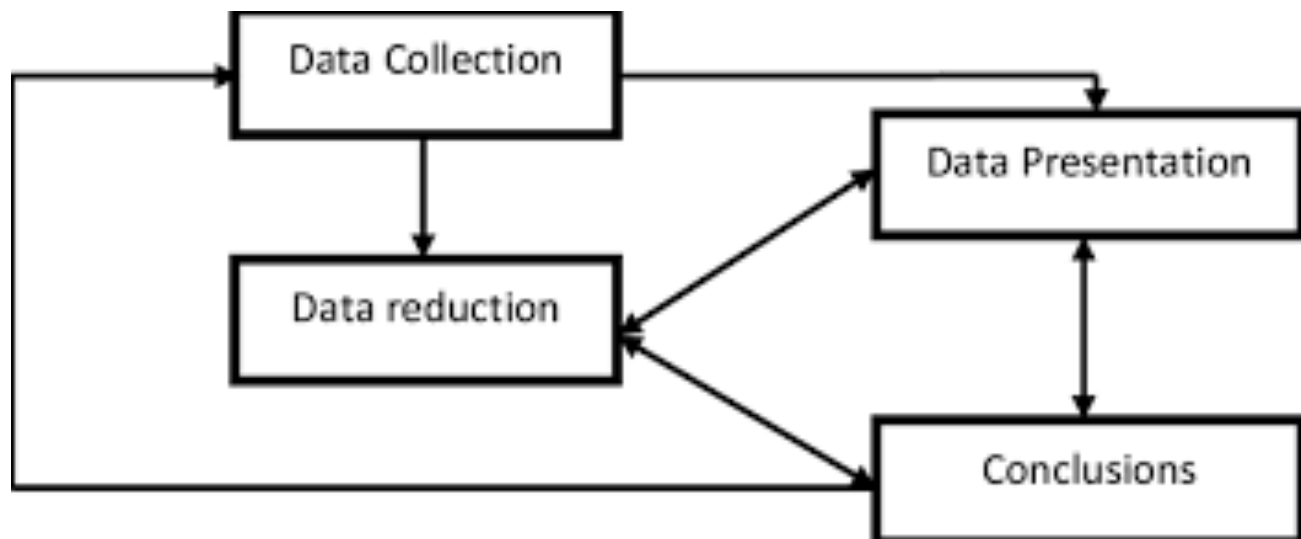


Figure 1. 1 data analyst model by Miles and Huberman illustration

(Source: The capture at Research gate)

According to Miles and Huberman (1984), Activities in qualitative data analysis are carried out interactively and constantly until the data is saturated. The data were analyzed such that the information gathered would be clear and explicit. In a study, the data analysis technique is descriptive qualitative data analysis, in which the researcher explains the scenario or phenomena collected and then analyzes it in the form of words to draw conclusions. So while using the interactive analysis model, the researcher moves through 4 primary processes:

a. Data collection

The data represents all that has been seen, heard, and observed through the process of observation and in-depth interviews. The received information is no definitive data that can

be directly evaluated to reach a conclusion.

b. Data Reduction

The process of selecting, reducing, abstracting, and manipulating rough data that arise from field notes is known as data reduction. The reduction also can be viewed as a selection process, emphasizing the phases of reduction and modification of rough data derived from field notes. This step occurs on a constant basis as the research is carried out. It is intended to sharpen, classify, guide, delete extraneous data, and arrange it further. With this reduction, final conclusions can be reached in accordance with the primary focus concern.

c. Data Presentation

A data presentation is a collection of structured information that allows to draw conclusions and take action. Researchers can better comprehend what happened and what to do by looking at how the data is presented. Data can be displayed using charts, concise descriptions, graphs, charts, or tables.

d. Conclusion

At the data collecting stage, the researcher draws conclusions supported by good evidence based on the data that has been reduced and presented. Conclusions are responses to the formulation of problems and questions made by researchers from the start. If the problem under study has not been answered or is incomplete, the researcher must first fill these gaps in the field. From now on, it will be obvious how the Afghanistan Embassy's public relations practitioners handle public communication in Indonesia, the issues they face, and how they intend to address them

CHAPTER II

OVERVIEW OF THE RESEARCH OBJECT

A. Research Object Description

1. The Islamic Republic of Afghanistan Embassy



Figure 2. 1 office of the Embassy of the Islamic Republic of Afghanistan

(Source: the capture of the website of the Islamic Republic of Afghanistan in Indonesia)

Diplomatic relations between Indonesia and Afghanistan have a long history starting from Afghanistan being recognized as independent Indonesia in 1945. In 1954 Indonesia opened diplomatic relations with Afghanistan, which was realized by sending diplomatic representatives to each other. Afghanistan and Indonesia officially opened diplomatic relations between the two countries in 1954, in the same year Afghanistan built its embassy in Jakarta. Indonesia-Afghanistan diplomatic relations were marked by signing the Treaty of Friendship in Bandung on April 24, 1955.

Indonesia's relationship with Afghanistan is a bilateral relationship. Relations between the two countries are largely based on religious solidarity, as Indonesia is a country with the largest Muslim population in the world and Afghanistan is also a Muslim-majority country. The Indonesian Embassy in Kabul, Afghanistan was officially opened in 1949. "The Indonesian

Embassy in Afghanistan holds an important historical value because Afghanistan was one of the first countries to recognize Indonesian sovereignty in 1947. This triggered President Soekarno's decision to open Indonesian representation in Afghanistan". Shortly after that, President Soekarno also visited Kabul in 1961 for purposes such as political and cultural relations. On November 10, 2012, the two countries signed a new friendship agreement to promote cooperation in the fields of politics, economy and trade, academia and education, and culture. To assist Afghanistan in the education sector and capacity building, Indonesia agreed to recruit more Afghan students to study at Indonesian universities, train Afghan teachers and lecturers, and train Afghanistan's national police for public order, and traffic management, and criminal investigations.

The vision of the embassy of the Islamic Republic of Afghanistan in Indonesia is to have good relations between the two brotherly nations on multiple platforms be it Trade and business Culture, Political, and arts on both government-to-government and people-to-people. Because of this, the Afghan government/diplomats in Indonesia have undertaken several initiatives to foster good relations by understanding the needs of the Afghan people, promoting open communication, reducing mistrust in international organizations, and searching for areas where the government and the people of Indonesia can work together. This can be seen through several efforts made to build relations with the government, the press, and also the community in Indonesia. As a public diplomacy move was carried out by the Embassy of the Islamic Republic of Afghanistan to influence public opinion and leaders in order to achieve foreign policy objectives.

However, in August 2021, after President Ghani had lost control of the country, the Taliban attacked Kabul and the government of Afghanistan responded by sending in reinforcements. The Taliban then stated on that day that they had captured the presidency, evacuated the city, and established a position of power to pursue security. The Taliban aimed to uphold their own interpretation of Islamic law and eliminate foreigners in Afghanistan. In addition to this, the Taliban also perpetrated many extortion crimes that violate human rights. Since then, things have become chaotic and have had an impact on all diplomatic representatives of Afghanistan around the world, including Indonesia. Therefore, the influence of the Taliban leads to the government in the Islamic Republic of Afghanistan greatly influencing the process of operating the Embassy of

The Islamic Republic of Afghanistan Embassy's public relations can carry out management functions by fostering harmonious communication between leaders and employees, leaders and the public, or employees and the public in order to create a profitable organizational image and achieve the vision of the Islamic Republic of Afghanistan Embassy in Jakarta. The presence of public relations professionals in Afghanistan and the embassy is supposed to be a decisive factor in satisfying all public behavior to accept and learn about services, products, or ideas from the Islamic Republic of Afghanistan's Embassy. Apart from that, public relations must also be able to handle problems in order to avoid a crisis in an organization, but if a crisis occurs in an organization, a public relations officer becomes the first person who must come forward to handle the problem. When a crisis occurs in an organization and presents a threat to an organization or company that has a negative impact on the reputation and credibility of an organization or individual. So the need for handling or response or action from an organization when this crisis occurs. This also applies when the Islamic Republic of Afghanistan's public relations face a crisis in their country, which has an impact on the operation of public relations at the Afghan Embassy in Jakarta.

B. Organizational Structure

An organizational structure is a system for defining hierarchies inside an organization to specify how it can run and help the organization achieve its goals in the future. The organizational structure is a hierarchical line that describes the various components that make up the company, where each individual or Human Resource within the scope of the company or an organization then has their respective positions and functions. The organizational structure itself is made for the benefit of the company by placing competent people according to their fields and expertise.

The Islamic Republic of Afghanistan Embassy has an organizational structure filled with human resources who have positions and are also in accordance with their functions so that they can help the organization operate and realize the vision of the Islamic Republic of Afghanistan Embassy in Indonesia, namely to have good relations between the two brotherly nations on multiple platforms be it Trade and business Culture, Political, and arts on both government-to-government and people-to-people. The complete organizational structure of the Islamic Republic of Afghanistan Embassy is had an ambassador, two counselors which are a Political Counselor and an Economic Counselor, a first Secretary as Head of Consular Affairs, a Head of Cultural and

Student Affairs, a Head of Financial and administrative, local employee as Secretary to the Ambassador and two Liaison Officers who help carry out the mission of the Embassy of the Islamic Republic of Afghanistan.



Figure 2. 3 the Ambassador of the Islamic Republic of Afghanistan Embassy in Indonesia

(Source: the photograph by the website of the Islamic Republic of Afghanistan in Indonesia)

Mr. Faizullah Zaki Ibrahim is an Afghanistan ambassador to Indonesia, he is influential to speak Dari, Pashto, Uzbek, Turki, Russian and English. He holds a bachelor's degree in Geology from Kabul University and he is also completed extensive professional and academic training in Law, journalism, and economics. For decades he has served the nation (Afghanistan) as a civil servant and elected representative of the people who plays an important role and serves in various strategic capacities and senior management. From 2017 to 2019, Ambassador Ibrahim served as the Afghan Minister of Labor, Social Affairs, Martyrs, and Disabled. He previously served as Senior Presidential Advisor to President Ashraf Ghani and Deputy National Security Advisor in the Office of the National Security Council. After working in the business sector, he was elected to the Afghan Parliament from 2005 to 2010. He has four sons and one daughter from his marriage.

Furthermore, he has attended several national and international conferences and seminars concentrating on professional and academic capacity building, information and experience sharing, and leading and facilitating formal high-level negotiations.



Figure 2. 4 a Deputy Ambassador and Political Economic Consular

(Source: the photograph by the website of the Islamic Republic of Afghanistan in Indonesia)

Mr. Qais Barakzai is a Political and Economic counselor at Jakarta's Islamic Republic of Afghanistan Embassy. He is also working as a Charged De Affairs or better known as a person appointed to act as head of a diplomatic mission in a foreign country while the ambassador is away or in temporary absence. Mr. Barakzai was born on 5th January 1985 in Farah Province of Afghanistan and graduated from Abu Nasre Farahi High School. He earned his bachelor's of ESP (Economics, Sociology, and Political Science) from India and a master's degree in international relations. He started his career as a member of the Policy Desk at the Directorate General of Policy and Strategy of the National Security Council of Afghanistan and has worked as 3rd Secretary at the Embassy of the Islamic Republic of Afghanistan in New Delhi, India. He has also worked as head of the Correspondence Desk (Send & Receive) Directorate General of Diplomatic Archives of the Ministry of Foreign Affairs, Head of the RECCA Desk, and Member of the RECCA Secretariat at the Directorate General of Economic Cooperation of the Ministry of Foreign Affairs. He is the first Secretary for Political and Economic Affairs of the Embassy of the Islamic Republic

of Afghanistan in Jakarta, Indonesia, and shortly after that promoted to the Political and Economic Counselor and Charged De Affairs of the Embassy.



Figure 2. 5 the Head of Consular

(Source: Personal Instagram by Ahmad Tariq Sani)

Mr. Ahmad Tariq Sani is the Head of Consular at the Islamic Republic of Afghanistan Embassy in Indonesia. He graduated from Senior High School in 2010 and continue his studies at Herat university of Afghanistan to take a bachelor's degree in the faculty of law and political science in 2014. Start from 2014 to 2015 he worked as the administrative Director IT department In the Ministry of Foreign Affairs of Afghanistan. He was the Head of Consular Affairs at Hamed Karzai International Airport (Kabul International Airport) from 2015 to 2019. From 2019 to 2020, he is the Head of Cultural Affairs at the Islamic Republic of Afghanistan Embassy in Jakarta) and from 2019 to 2020, he is the Head of Cultural Affairs at the Islamic Republic of Afghanistan Embassy in Jakarta. From 2020 to 2021, he served as the Embassy's Head of Financial and Administrative, and from 2021 until the present, he has been the Islamic Republic of Afghanistan Consular at the Embassy in Jakarta.

CHAPTER III

FINDING AND DISCUSSION

In this chapter, the researcher presents research findings and discussion. In this study, the researcher presents the answer to the problem formulation that is contained in the first chapter. The problem formulation are (1) How do the public relation of the Afghanistan Embassy manage public communication in Indonesia, (2) What is the problem of public relation activities in the Afghanistan Embassy.

A. Findings

The research finding is answering the problem formulation that was formulated before. The data are presented after collecting observations in some media to analyze the public communication strategy that the Afghanistan embassy use as a tool to disseminate information. The researcher also conducted depth interviews with Mr. Ahmad Tariq Sani as Head of Counselor and Cultural Affairs and Mr. Qais Barakzai as a Deputy Ambassador and Political Counselor to find some information regarding public relations activities of the Afghanistan Embassy to manage public communication.

1. Public Communication

Since 1954, the Islamic Republic of Afghanistan Embassy has maintained diplomatic relations with Indonesia. Since then, the process of interacting with the public has been completed, and the Embassy of Afghanistan is responsible for maintaining communication and relationships between their organization and external parties such as the government, news media, community/public, and others. The researcher found the Embassy of Afghanistan has several media facilities to disseminate information and their activities in Indonesia such as their official website, Facebook, and Twitter, and even collaborating with local media to inform their activities to the public. Through these various media, it is hoped that the Islamic Republic of Afghanistan Embassy can realize its vision besides that the public can also access information easily.

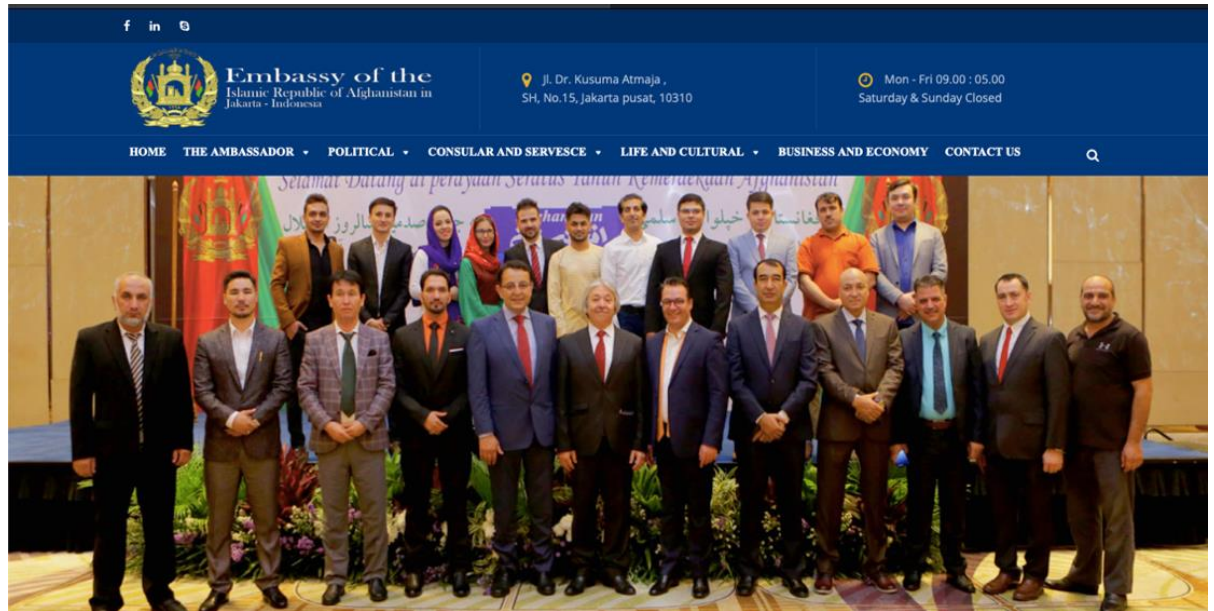


Figure 3. 1 Official Website of the Islamic Republic of Afghanistan Embassy

(Source: the capture of the website of the Islamic Republic of Afghanistan in Indonesia)

The official website of the Islamic Republic of Afghanistan embassy is a tool/strategy from the organization to disseminate information regarding the Afghanistan Embassy and its activities. This website is a medium of information and communication to socialize through the website for internally and public. The website from the embassy is a technology to facilitate access to information and services from the organization to its communication targets in order to relate to one another. In addition, this website is also used to display/give a good image of the Islamic Republic of Afghanistan Embassy. The website contains information regarding the organization such as the history of the relations between Afghanistan and Indonesia, location, information about the ambassadors and their employees, addresses, contacts, culture, political, consular services, press statement and activities. Unfortunately, this website has not been operating since 2021, since the Taliban took over the government and did not provide all the needs of the Afghan Embassy in Indonesia, they had to stop subscribing and the official website had to be closed.

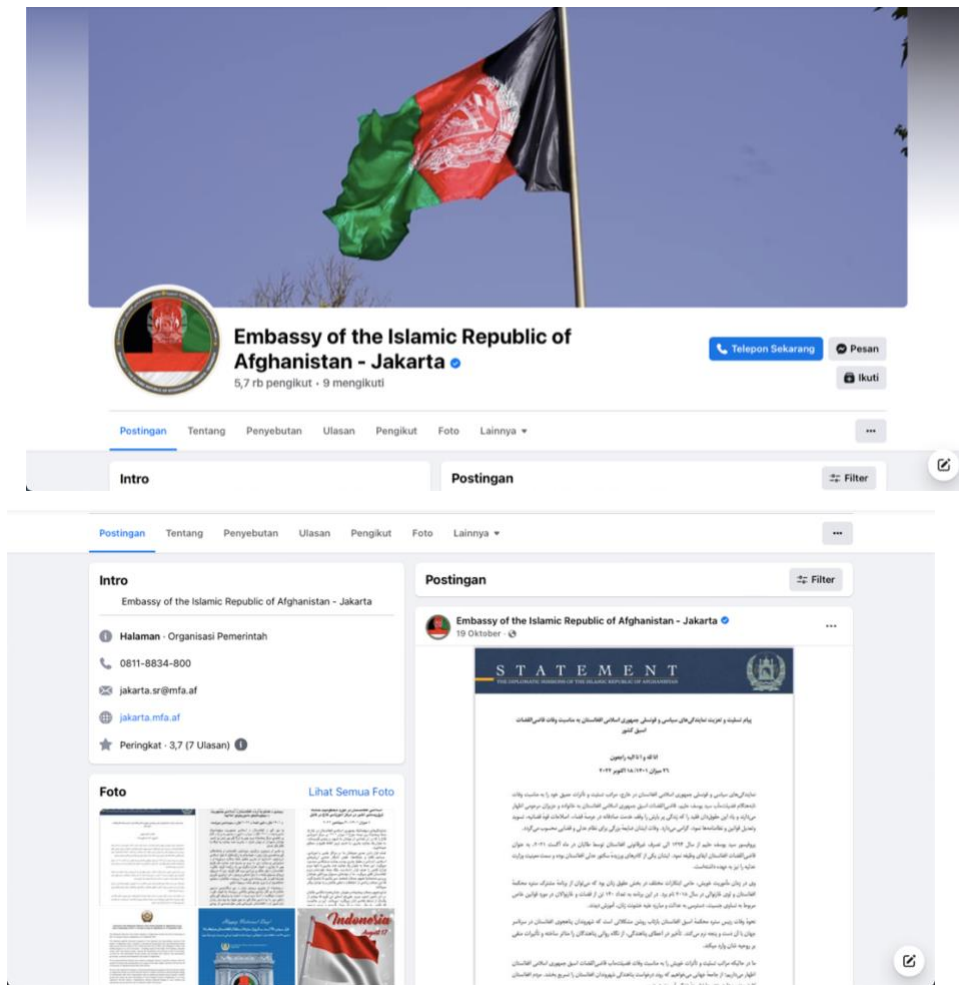


Figure 3. 2 official Facebook of the Islamic Republic of Afghanistan Embassy

(Source: the capture of the Facebook of the Islamic Republic of Afghanistan in Indonesia)

Same with the website, the Facebook of the Islamic Republic of Afghanistan embassy is a tool/ strategy from the organization to disseminate information regarding the Afghanistan Embassy and its activities. This Facebook has been operating since January 26, 2016, and has 5.7 K followers and provides us with the contact of the organization and email of the Islamic Republic of Afghanistan Embassy so people who have a business with them can directly contact them through that information. The Facebook of the Islamic Republic of Afghanistan disseminates information regarding their activities such as activities with the Indonesian government, cooperation with some universities in Indonesia, press statements, and other information related to their organization. In addition, after the Taliban took over the government, the Embassy of

the Islamic Republic of Afghanistan still operates its Facebook to disseminate some information about the conditions in Afghanistan or news about it, but not in large quantities.



Figure 3. 3 official Twitter of the Islamic Republic of Afghanistan Embassy

(Source: the capture of Twitter of the Islamic Republic of Afghanistan in Indonesia)

The official Twitter of the Islamic Republic of Afghanistan has been operating since June 2016 but since September 2021 it is no longer operating. This twitter usually shares all Afghanistan Embassy activities as well as their Facebook and official Website. In addition, this Twitter used to routinely share or reply to activities or information regarding Afghanistan through other official Twitter accounts such as accounts from Afghanistan Diplomacy and the Ministry of Foreign Affairs. Most of their posts used official languages from Afghanistan.



Figure 3. 4 interview Afghanistan Embassy with Detik News

(Source: Detik News)

The picture above is an effort by the Islamic Republic of Afghanistan Embassy to build relations with the media by providing information that will later be conveyed to the public. Through the interview, the Afghan embassy explained how the situation in Afghanistan was after the Taliban led the government there. Besides that, the embassy also explained the movement of radicalism which will bring suffering and underdevelopment and will stop the path going forward. Therefore, in the interview, he said that Afghanistan greatly admires Indonesia in terms of democratic life and harmony between religious communities.

2. Public Relations Strategy

Public relations is a very important part of the Afghanistan Embassy. Afghanistan's public relations exist to outreach the public, economically, and politically, culture and explain the relationship between the two countries (Afghanistan-Indonesia). All the public relations strategies are carried out by the embassy of Afghanistan to build good relations/communication, and mutual understanding, between the institution and the public. Public relations has a very important role for the Afghanistan embassy, it was clarified by the statement of the Deputy Ambassador and Political counselor at the Islamic Republic of Afghanistan Embassy.

“Public relation in the Afghanistan embassy is not just for visibility, is about the bottom length, it’s important to disseminate information about activity in Afghanistan”

(Interview with Mr. Barakzai, October 14, 2022)

The Islamic Republic of Afghanistan Embassy in Indonesia carries out many activities related to the Indonesian government, the press, and also the public community to establish good relations with various activities such as cultural events, exhibitions, and others.

Public relations of the Islamic Republic of Afghanistan Embassy have had a good relationship since a long time ago, more than a half-century until now the Indonesian government, so they did not need or have to implement any strategy, they just need to make proper policies. For example, on Indonesia’s Independence Day, the Afghan Embassy sent a greeting card to Indonesia and vice versa, during the Afghanistan independence celebrations the Indonesian government attended the invitation and took part in celebrating, attending invitations for many events and meetings. They also have a barter trade agreement in Indonesia that has been in place since the beginning of Afghanistan-Indonesia relations. The agreement of barter trade means you don't have to buy or sell anything, you just exchange goods, for that agreement they need the policy to expand but do not need any promotion of that

because this agreement has mutual benefits for each country (Afghanistan - Indonesia). In addition, a new treaty of friendship was signed on November 10, 2012, to encourage collaboration in the political, economic, trade, academic, educational, and cultural spheres.

The Islamic Republic of Afghanistan Embassy in Indonesia has expanded cooperation in various fields and engaged in many collaborations with the government and existing organizations as their strategies. Indonesia agreed to recruit more Afghan students to study at Indonesian universities, train Afghan teachers and lecturers, and train the Afghan national police in maintaining public order, managing traffic, and conducting criminal investigations as part of its assistance to Afghanistan in the education sector and building capacity. Further, the Embassy of the Islamic Republic of Afghanistan made several efforts, such as hosting many events or collaborating with the Indonesian government to strengthen relations between countries (Afghanistan - Indonesia) in bilateral, regional, education, and even peacekeeping between the Islamic Republic of Afghanistan and the Taliban representatives where Indonesia serves as the host and facilitator in this activity.



Figure 3. 5 meeting of the Ministers of Foreign Affairs of the Islamic Republic of Afghanistan and Indonesia

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)



Figure 3. 6 collaboration with DPR RI in virtual teleconference activity between Afghanistan and Indonesian women parliamentarians

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)



Figure 3. 7 collaboration with representatives of the Senate of the Republic of Indonesia at the Headquarters of the Republic of Indonesia Parliament

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)



Figure 3. 8 meetings for discussing bilateral issues cooperation, and development of interparliamentary relations

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)



Figure 3. 9 visiting Director General of Immigration of the Ministry of Law and Human Rights Indonesia

(Source: Official Twitter of the Embassy of the Islamic Republic of Afghanistan)

The researcher found the Islamic Republic of Afghanistan Embassy carries out many activities related to the Indonesian government, the press, and the public community to establish good relations in various ways, the Afghan Embassy also involves media activities as a strategy to realize its mission by building good relations with the press media. One of the strategies used is to build good relations with local media such as the Jakarta post, Detik News and other big media. Through local media, dissemination of information about Afghanistan becomes easier because it is printed in Indonesian so that marketing targets and goals are achieved more broadly. Apart from that, the PR of the Afghanistan Embassy also invited local media to participate in several of their activities, for example at the event commemorating the 100th anniversary of the Independence of Afghanistan in a reception held at the Westin hotel in Jakarta, on 19th September 2019. It didn't stop there. The Afghanistan embassy also hired one specific person from Indonesia as a local employee who would search for local media and social media, and gave information as feedback about public matters, from this they realized that the range of knowledge about Afghanistan is still low and still need to improve and have an approach with local media activities such as cultural events, exhibitions, and others.



Figure 3. 10 the Centennial Independence Anniversary of Afghanistan in Jakarta

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)



Figure 3. 11 interviewed the representative of the Embassy of the Islamic Republic of Afghanistan with Detik News

(Source: Detik News)

Several events held by the Embassy of the Islamic Republic of Afghanistan it is used as a strategy to build relations with the community/public. For example, they conducted an event before/trade exhibition that served all products from Afghanistan such as industrial products, textile products, cosmetics, electronics, and others. The expo was conducted as part of a trade push to help Indonesians comprehend Afghanistan's products. At the Trade Expo Indonesia in BSD City, Banten in October 2017, at least 70 Afghan businesspeople from various areas indicated an interest in participating in the activities.



Figure 3. 12 businessman from Afghanistan who attended business gathering at the Residence of the Ambassador of the Republic of Indonesia in Kabul, Afghanistan

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)

The Islamic Republic of Afghanistan Embassy also conducted cultural events during a commemoration of the Independence Day of Afghanistan which were used as media to promote cultural matters related to Afghanistan, in that event they invited many agencies such as the Indonesian government, press media the other parties.



Figure 3. 13 commemorates the 100th anniversary of the Independence of Afghanistan (2019)

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)

Public relations of the Embassy of the Islamic Republic of Afghanistan also cooperate in the field of education with several universities and several organizations such as student exchanges and sending Afghan students to be able to study at universities in Indonesia and also sending several professors and also scholars to build good relations with community/public.



Figure 3. 14 signing documents cooperation for scientific and research department with Agung Islamic University and scientific and research departments at several universities from Afghanistan

(Source: The photograph by the Islamic Republic of Afghanistan Embassy in Indonesia)

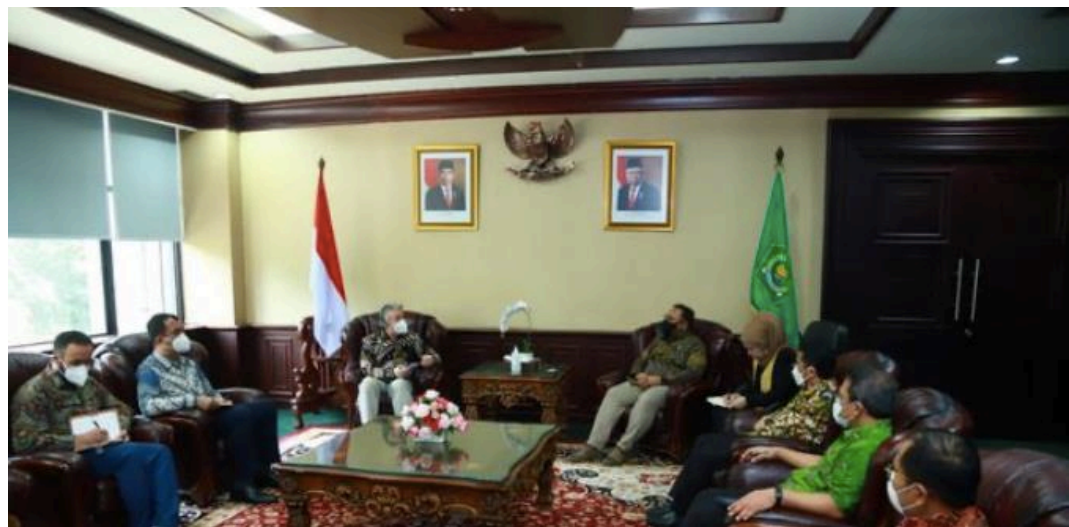


Figure 3. 15 bilateral collaboration between the Ministry of Religion of the RI regarding the promotion of Hajj and the exchange of experiences of scholars and professors of religious affairs

(Source: The photograph by the Islamic Republic of Afghanistan Embassy in Indonesia)



Figure 3. 16 the signing of an exclusive agreement collaboration in academics and research with Universitas Negeri Sumatera

(Source: Official Twitter of the Embassy of the Islamic Republic of Afghanistan)



Figure 3. 17 A meeting between the Embassy of the Islamic Republic of Afghanistan and Tazakiyah Islamic University to discuss further cooperation and scholarships for Afghan youth in Jakarta

(Source: Official Twitter of the Embassy of the Islamic Republic of Afghanistan)

The Islamic Republic of Afghanistan Embassy in Indonesia has so much public relations management/strategies to maintain their relationships with external parties such as the government, press media, and the community but they did not have any public relations practitioners since last year (2021-now). The failure of public relations in the Afghanistan Embassy is influenced by the Taliban takeover of the government in Afghanistan.

“For almost one year we did not get salaries and there is no financial support from the government, so it’s quite hard to operate the system in the Embassy of Afghanistan in Indonesia.”

(Interview with Mr. Barakzai, October 14, 2022)

The obstruction to public relations activities does not only occur at The Islamic Republic of Afghanistan Embassy in Indonesia but also includes all the representatives of embassies of Afghanistan around the world and they must minimize all their activities or work. In this case, the researcher found the Islamic Republic of Afghanistan in Indonesia must minimize all public relations activities. For example, they minimize some media to do public relations such as closing the website, cutting the local employee, and holding some events that are usually done because there is no financial support from the government.

3. Public Diplomacy at Afghanistan Embassy in Indonesia

The Islamic Republic of Afghanistan Embassy as a representative of their country tries to do many strategies to build relationships with the country where they live. As a public diplomat of their country, the Embassy of Afghanistan has a responsibility to manage the relationship between their country and other parties (Afghanistan-Indonesia). To become a representative of a country, they must create solid contacts not only with the governments of other countries, but also with all external parties such as the press, public, and other parties in order to provide all information regarding their country.

“The vision of the Embassy of the Islamic Republic of Afghanistan is to have a good relationship between the two brotherly nations on multiple platforms be it trade and business culture, politics, and arts on both government-to-government and people-to-people”

(Interview with Mr. Barakzai, November 30, 2022)

According to the vision of Afghanistan, they carry out many strategies to build a good relationship with Indonesia through various methods such as cultural events, cultural exchange, cooperation in various fields of education, culture, economy, and others to create the image of the Afghan Embassy. In addition, the dissemination of information through various media builds daily communication, strategy communication, and long-lasting relationships with external parties that the public relation practitioner had conducted from the Embassy of the Islamic Republic of Afghanistan.

Public diplomacy of the Afghanistan embassy has a website to build relationships with external parties as a daily communication strategy to maintain their relationships. They also have several social media accounts or platforms to spread information about The Islamic Republic of Afghanistan Embassy activities.

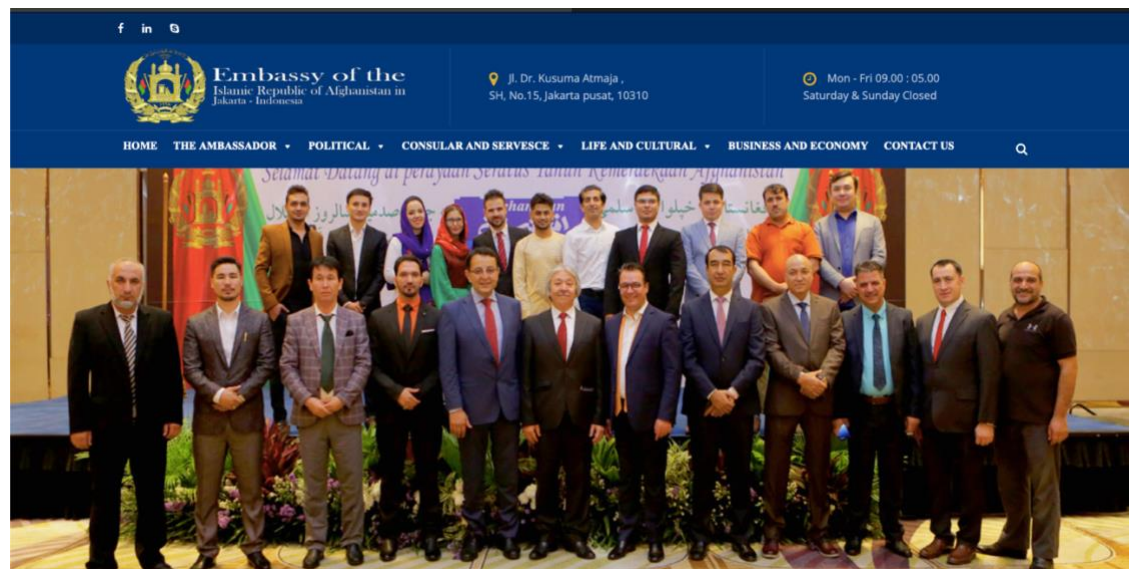


Figure 3. 18 one of platform for spreading information regarding the Embassy of the Islamic Republic of Afghanistan

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)

The picture above is one of the media that the Embassy of Afghanistan uses to maintain daily communication with external parties. The website of the Afghanistan embassy provides much information about their embassy, ambassadors, activities, policies, and others. In Addition, the Embassy of Afghanistan also uses other platforms to disseminate its information such as Twitter, Facebook, Instagram, email, or anything that can disseminate information regarding the embassy of Afghanistan to the public.

To realize the vision of the Embassy of Afghanistan, it is necessary to develop a communication strategy to form public diplomacy related to countries (Afghanistan-Indonesia). The Islamic Republic of Afghanistan Embassy do many communication strategies to as a mission to achieve their goals. Starting with improving relations with the Indonesian government through various meetings and collaborations, and increasing relationships with the press media, and community which can be seen by several collaborations and activities that have deep meanings that the public relation practitioner has carried out in the Afghan Embassy.

The Islamic Republic of Afghanistan Embassy also builds strategies to create long-lasting relationship as public diplomacy. The implementing strategies by making agreements and collaborating with many parties. For example, before the Taliban took over the government, they used to do cultural events and invited many people, collaborating with the Indonesian government and some institutions. The significant activity is they are actively collaborating with some universities in Indonesia like Universitas Islam Sultan Agung, Universitas Negeri Sumatera, and other universities.

B. Discussion

1. Public Communication

Maintaining public communication is a very fundamental requirement for organizations/institutions to stay in touch with other people, especially for diplomatic representatives of a country. According to Coulson and Thomas (2002), public communication is a method or endeavor to foster communication between the institution and people outside the institution/organization. The Islamic Republic of Afghanistan

Embassy has established diplomatic relations with Indonesia since 1954, marked by the ongoing process of interaction and cooperation with the government and Indonesian people. As diplomatic representatives from the Islamic Republic of Afghanistan, they are responsible for maintaining communication and relationships between the organization and Indonesia, one of which is through the process of public communication. Public communication is communication that occurs in front of a large crowd that has the potential to influence public knowledge and trust in government/institutions. In this case, the researcher found the Embassy of the Islamic Republic of Afghanistan uses 3 platforms to disseminate information and their activities to reach the public to help inform messages them.

a. The Official Website

The official website of the Islamic Republic of Afghanistan Embassy is a tool or a media strategy for the organization to spreading information all information regarding their activities.



Figure 3. 19 the official website of the Islamic Republic of Afghanistan

(Source: The website of the Embassy of the Islamic Republic of Afghanistan)

This media facilitates many information and service from the organization to the target/public to help them, such as the history of the relation between Afghanistan and Indonesia, Information regarding the Embassy of the Islamic Republic of Afghanistan, the ambassador and staff, their activities, culture, address, contact person, and many more. This platform was very useful to the Embassy at the time for disseminating all information, but unfortunately, this website has not been operational since 2021. This significant factor of this is the government cannot provide all the needs of the Afghan Embassy since the Taliban take over the government so they have to stop subscribing to the official website and couldn't operate it.

b. Social Media

The social media platform is one of the strategies from the Embassy of the Islamic Republic of Afghanistan to disseminate information and their activities through 2 platforms. The Afghan Embassy uses Facebook and Twitter as a way to spread their activities such as press statements, cooperation with the government, cooperation with the public, conditions in Afghanistan, and other information to maintain communication with external parties. The official Facebook has been operating since January 2016 and has 5.7 K followers, they provide us with the contact and email from the organization so people who have a business with them can directly contact them through that information.



Figure 3. 20 example official statement

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)

Another social media is Twitter which has been operating since June 2016. Contrary to the Facebook, which is still operating today, the Official Twitter of the Afghan Embassy has stopped operating since September 2021.

c. Press Gathering

The Islamic Republic of Afghanistan Embassy implements a strategy by building relations with the press media. On several occasions, the Afghan Embassy has invited the press media to participate in the activities they carry out so that the media can take and write information about these activities specially about their products and culture.



Figure 3. 21 inviting the press media on commemorating the 100th anniversary of the Independence of Afghanistan (2019)

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)

The Embassy of the Islamic Republic of Afghanistan held several events and invited the press media, which were used as media to promote cultural matters related to Afghanistan and all their activities.



Figure 3. 22 attending the invitation to interview with Detik News

(Source: Detik News)

Apart from that, the Embassy of the Islamic Republic of Afghanistan also provided information and clear statements to press media such as the Jakarta Post, Detik News, and other media through interviews and official statements which would later be submitted to the public.

2. Public Relations Strategy

Public communication strategy is a vital step for the Embassy of the Islamic Republic of Afghanistan as a representative of public diplomacy from Afghanistan. According to Effendy (2008), public relations is two ways of communication between the organization and the public to support the function and goals of the company/institution by improving cooperation among them so that mutualism can be created between the company and the public. Therefore, the vision of the Embassy of the Islamic Republic of Afghanistan is to have good relations between the two brotherly nations (Afghanistan-Indonesia) on multiple platforms be it trade and business, culture, politics, arts on both government-to-government

and people-to-people therefore, public relations practitioners must understand which steps or strategies they should implement to achieve the vision and the purpose of the institution. PR strategy is how a public relations practitioner can analyze the environment, develop strategies, implement strategies, and control strategies (Yusmawati, 2017). According to Frank Jefkins (2003:9), public relations is any form of communication that occurs within any company, whether in person or through the media, to achieve specific goals.

Public relations must create a management role that helps and maintain communication channels for the organization both internal and external. Public relation has a crucial role for the Afghan Embassy and was clarified by the statement of the Deputy Ambassador and Political Counselor at the Islamic Republic of Afghanistan Embassy.

“Public relation in the Afghanistan Embassy is not just for visibility, is about the bottom length, it is important to disseminate information about activity in Afghanistan”

(Interview with Mr. Barakzai, October 14, 2022)

This study focuses on the external public relation implemented in Jakarta's Embassy of the Islamic Republic of Afghanistan. The researcher found that developing an external public relations strategy can strengthen relationships between organizations/institutions and outside the agency that can assist and boost the organization's credibility and reputation within industries. Thus, an external public relations strategy refers to the tactics and methods used by an institution to build and maintain positive relationships with external stakeholders such as the following:

a. Government Relations

Maintaining good relationships with the government is a crucial thing for the Embassy. According to Bay Singer & Woodman (1982), maintaining government relations is a vital sector of an institution because public relations practitioners are responsible for ensuring that policies and laws are passed in accordance with the company's goals.

Public relations of the Embassy of the Islamic Republic of Afghanistan carried out many activities with the Indonesian government to preserve a good relationship with the Indonesian government. For example, during Indonesia's Independence Day, the Afghan Embassy sent a greeting card to Indonesia and vice versa, during the Afghanistan independence celebrations the Indonesian government attended the invitation and took part in celebrating, attending invitation for many events and meetings.



Figure 3. 23 greeting card to commemorate Indonesia's independence

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)



Figure 3. 24 Indonesian government attended the invitation to celebrate Afghanistan's Independence Day

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)

The Embassy of the Islamic Republic of Afghanistan in Indonesia held many activities that actively communicated and built relations with the Indonesian government in many aspects. For example, they met with DPR RI and other parties to sound and discuss “Empowering Women and Supporting Peace Process”. Through the meeting, they discussed the important role played by women in supporting peace, security, and stability. So that through this agenda, it is expected that Indonesia and Afghanistan will have more sources of opportunity to support the peace process.



Figure 3. 25 collaboration with DPR RI in virtual teleconference activity between Afghanistan and Indonesian women parliamentarians

(Source: Official website of DPRD RI)

The process of building relations between the Afghan Embassy and the Indonesian government through various strategies and good communication processes was also able to create good relations. This is seen in the numerous partnerships that both parties have developed across a range of industries, especially the Indonesian government agreed to collaborate with Afghanistan in many things to support their needs. For example, they have a barter trade agreement that mutually benefits for each country (Afghanistan-Indonesia) and a Treaty of friendship to encourage collaboration in political, economic, trade, academic, educational, and cultural spheres. Moreover, the Islamic Republic of

Afghanistan Embassy actively collaborates with the Indonesia government through a meeting between the Minister of Foreign Affairs of the Islamic Republic of Afghanistan and Indonesia, collaborating with a representative of the Senate of the Republic of Indonesia at the Headquarters of the Republic of Indonesia Parliament Indonesia, meeting for discussing bilateral issues, and visiting Director General of Immigration of the Ministry of Law and Human Right Indonesia. All those activities are strategies conducted by the public relations of the Islamic Republic of Afghanistan Embassy to strengthen the relationship with the Indonesian government.

b. Press Relations

The public relations implemented strategies to build a good relationship between the Embassy of the Islamic Republic of Afghanistan and press media such as Jakarta Post, Detik News, and others by providing them with information regarding the Afghan Embassy activities, attending invitations from press media to discuss Afghanistan-related issues, and making press release for media. For Example, the Afghan Embassy also attended invitations to interviews from the press media to share their information and clarify the situation in Afghanistan after the Taliban took over the government because there were so many hoaxes about this thing.

In several events, the Embassy of the Islamic Republic of Afghanistan invited local media to participate in their activities, such as the Centennial Independence Anniversary of Afghanistan in Jakarta. In this case, it is hoped that marketing targets and goals achieved broadly to raise awareness about products, services, and organizations. The significant benefit of maintaining relations with the press media is that the local media is printed in Bahasa Indonesia and can be easily accessed by the public to help the Afghan Embassy achieve its goals.

The Afghanistan embassy also hired one specific person from Indonesia as a local employee who would search for local media and social media and give information as feedback about public matters as their strategy. Still, unfortunately, since the Taliban led the government, they have had to cut off this local employee.

c. Community Relations

The strategy to manage the relationship with the community is vital to the success of the institution. The Embassy of the Islamic Republic of Afghanistan held several events and cooperation with some institutions to build and maintain a relationship with the community/public. For example, they conducted a promotion that showed many products and cultures from Afghanistan through an event of trade exhibition so Indonesia could understand all the products and cultures from Afghanistan.



Figure 3. 26 businessman from Afghanistan who attended business gathering at the Residence of the Ambassador of the Republic of Indonesia in Kabul, Afghanistan

(Source: Official Facebook of the Embassy of the Islamic Republic of Afghanistan)

The Embassy of the Islamic Republic of Afghanistan also strengthens relations with the community through collaboration with some universities in

Indonesia such as Sultan Agung Islamic University, Sumatra State University, and Tazakia Islamic Institute, which focuses on collaboration in academic, research, and student exchange. The partnership with some universities in Indonesia would create mutual benefits relationships between Afghan and Indonesian/communities. Apart from that, the Afghan Embassy collaborated with government agencies to support the promotion of the Hajj and sharing experiences between students and religious affairs academics. All the activities and events conducted by the Embassy of the Islamic Republic of Afghanistan use the way to build a relationship with the public to promote their culture, economy, and other matters related to Afghanistan and create mutually beneficial relationships with one another.

The Embassy of the Islamic Republic of Afghanistan has so much public relations strategies to maintain their relationships with external parties such as the government, press media, and the community, but they did not have any public relations practitioners since last year (2021-now).

“The one problem that happened in Afghanistan embassy is because of the Taliban lead the government and make all the procedure and policies in the embassy of Afghanistan in Indonesia stuck and they can’t operate the office as it was”

(Interview with Mr. Barakzai, October 14, 2022)

The researcher found that the failure failure of public relations in the Afghanistan Embassy is influenced by the Taliban takeover of the government in Afghanistan and the only reason the Afghanistan Embassy still operate the office is they still want to keep relation with Indonesia and provide the basic need of all the 7.400 Afghan refugees such as need and require the consular services, likes passport extension, birth certification, education document and other. As a policy in dealing with this situation, the Embassy of the Islamic Republic of Afghanistan must minimize all public relations activities such as closing the website, cutting the local employee, and not holding some events that are usually done.

3. Public Diplomacy at the Afghanistan Embassy in Indonesia

The Embassy of the Islamic Republic of Afghanistan as an ambassador/representative of Afghanistan, do many strategies to build relationships with the country where they live. According to Vukadionic (1994), diplomacy can be defined as a keyway to implementing foreign policies and a regular form of communication in international relations. Therefore, as a public diplomacy, the Afghan Embassy must be responsible for managing the relationship between Afghanistan and Indonesia. Public diplomacy is not only interaction with the governmental organization but, even more importantly with individual and non-governmental organizations which present various alternative points of view (Edward Murrow, 1963). As a representative of their country, the Afghan Embassy creates solid contact with the Indonesian government and external parties such as the press media, community, public organizations, and other parties to provide all information regarding their country and achieve their goals.

According to Barston (1998), diplomacy is responsible for managing the relationship between countries and other parties through advising, planning, and implementing foreign policy and coordinating and ensuring specific and broad interests. According to Nye (2004), there are three keys of public diplomacy as follows:

a. Daily Communication

The Embassy of the Islamic Republic of Afghanistan in Indonesia maintains daily communication as public diplomacy uses some platform to connect with other parties and extend the people-to-people relationship through new communication technologies such as the official website, social media, and press media that can spread information and provides much information regarding their activities, contact person, and information about Afghanistan.

The power of informing messages through social media and various communication platforms can dramatically improve audience engagement and keep ongoing interaction among the audience to achieve the goal of the Embassy of the Islamic Republic of Afghanistan. The challenges lie in

optimizing all the communication media used to spread their information significantly when the Taliban leads the government, the Embassy of the Islamic Republic of Afghanistan in Indonesia should make new procedures and policies regarding the operation office, deactivate some of the media, and minimize their activities.

b. Strategic Communication

According to Yun (2006), public diplomacy excellence can be conceptualized and measured using public relations frameworks. All the activities conducted by public relations in the Embassy of the Islamic Republic of Afghanistan are used as strategies to achieve the Embassy's vision.

“The vision of the Embassy of the Islamic Republic of Afghanistan is to have a good relationship between the two brotherly nations on multiple platforms be it trade and business culture, politics, and arts on both government-to-government and people-to-people”

(Interview with Mr. Barakzai, November 30, 2022)

Since public diplomacy serves the same purpose for an institution as public relations do, the activities implemented in public relations may help resolve the problem and achieve the institution's goals. The public relation of the Embassy of the Islamic Republic of Afghanistan creates many strategies, starting with improving relations with the Indonesian government through various meetings and collaborations, and increasing relationships with the press media, and community which can be seen in several collaborations and also activities that have deep meanings that have been carried out. Strategic communication is not only a way to affect the perception and behavior of the audience but also to strengthen the relationship between two countries (Afghanistan-Indonesia).

c. Long-lasting Relationship

To build a long-lasting relationship, the Embassy of the Islamic Republic of Afghanistan is implements strategies through collaboration and capacity building by making agreements and collaborating with many parties. For example, before the Taliban took over the government, they used to do cultural events and invited many people, collaborating with the Indonesian government and some institutions.



Figure 3. 27 the signing of an exclusive agreement with Universitas Negeri Sumatera regarding collaboration in academics and research

(Source: Official Twitter of the Embassy of the Islamic Republic of Afghanistan)

The significant thing is they are actively collaborating with some universities in Indonesia like Universitas Islam Sultan Agung, Universitas Negeri Sumatera, and other universities for building scholarship relationships, and exchanges and also collaborate in academics and research.

To achieve the goals of public diplomacy, these three key dimensions are influential in creating the "image" of the Embassy of the Islamic Republic of Afghanistan as a public diplomacy to create national branding dan the country's reputation. A good reputation will accompany the Afghan Embassy toward the desired outcome to be achieved and create good relations that allow tolerance, understanding, and respect for the country concerned (Indonesia).

CHAPTER IV

CONCLUSION

A. Summary

According to the findings and discussion, it can be concluded that the implementation of public communication at the Islamic Republic of Afghanistan Embassy in Indonesia cannot be separated from its role as a public diplomacy of Afghanistan that uses public relations strategy to achieve the goals of the institution. To reach the public, the Islamic Republic of Afghanistan Embassy in Jakarta is spreading information through 3 platforms that are used as a means of public communication that has the potential to influence public knowledge and trust in the institution. The platforms used consist of official websites, social media (Facebook & Twitter), and also press gathering which provides a lot of information and services from the Islamic Republic of Afghanistan Embassy to the public in the form of information regarding their activities, history, culture, press statements, products, address, contact person, and others. Distributing through several platforms can help the Embassy to reach out to the public by disseminating information so that it can be easily accessed by the public. In addition, the publication of information through press media that uses the local language (Bahasa Indonesia) can help achieve broader marketing goals and targets in disseminating information about Afghanistan.

Public relations strategy is a crucial step in realizing the vision of the Islamic Republic of Afghanistan Embassy to build good relations with other parties. Public relations of the Afghan Embassy implement strategies to strengthen the relationship between their institutions and external parties such as the government, press, and community. The Afghan Embassy maintains a good relationship with the Indonesian government which is marked by sending greeting cards during Independence Day, attending invitations for some events, and collaborating in many fields. Moreover, they also actively build relations with the press media by providing them with information regarding their activities, attending invitations from the press media to discuss Afghan-related issues, and making press releases for the media. The Afghanistan Embassy in Indonesia also hired one local employee who would search for local media and social

media and provide information as feedback about public matters as their strategy. Apart from that, to increase relations with the community, the Afghan Embassy held several events that were conducted to promote and show culture and products from Afghanistan such as trade exhibitions and other events. To strengthen relations with the public, the Afghan embassy has also increased collaboration through the partnership with several universities in Indonesia which focus on collaborating in academics, research, and student exchange between the two countries. In addition, they also collaborate with government agencies to support the promotion of Hajj and share experiences between students and religious affairs.

As public diplomacy of the Islamic Republic of Afghanistan Embassy in Indonesia, they are responsible for managing the relationship between the two countries (Afghanistan-Indonesia). So they implement three key dimensions of public diplomacy, which include daily communication that focuses on spreading information through the official website, social media, and press media to connect with other parties and extend the people-to-people relationship. Second is implementing strategic communication implemented by public relations to strengthen the relationship between the two countries and affect the perception and behavior of the audience to achieve the goals of the institution through improving relations with the Indonesian government through various meetings and collaborations, and increasing relationships with the press media, and the community which can be seen in several collaborations and also activities that have deep meanings that have been carried out. The last key dimension is implementing long-lasting relationships through collaboration and capacity building by making agreements and collaborations on cultural events, and building scholarships and exchanges with the Indonesian government, some institutions, and some universities in Indonesia. These three key dimensions are influential in creating the "image" of the Embassy of the Islamic Republic of Afghanistan as a public diplomacy to create national branding and the country's reputation.

The Islamic Republic of Afghanistan Embassy in Jakarta faces many obstacles during its duties. Communication strategies that have already been deployed are insufficient to reach the public and the Afghan Embassy realized that the range of knowledge about Afghanistan is still low and needs to improve, especially an approach

with local media activities to spread information regarding cultural events, exhibitions, and others. Moreover, the failure of public communication strategies carried out by public relations practitioners at the Afghan Embassy in Indonesia influenced by the Taliban leads to the government in Afghanistan and still happens now. The obstruction to PR has disrupted the operating system at the Afghan Embassy in Indonesia so they have to minimize all the PR activities such as closing the official website, stopping operating some social media, cutting the local employee, and holding some events because there is no financial support. Apart from that, they have also withheld some information from being released to the public as their policies until good news can be delivered considering that this crisis is still happening now.

B. Research Limitations

1. This research only focuses on collecting the data through interviews with the Afghan Embassy in Indonesia and observation on several platforms they use to spread information
2. Most of the data taken by the researcher are the activities of the Afghan embassy before experiencing a crisis because, at this time, they have reduced a lot of activities that are usually carried out as a policy of the current situation.

C. Recommendations

Recommendation for future researcher

1. Future researchers must collect the data by interview or observation with the audience to get broader insight regarding feedback from policies and strategies that have been implemented.
2. Future researchers can elaborate on public communication activities carried out by other embassies in Indonesia.

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APPENDIX

List of Interview Questions

1. What is the Vision of the Islamic Republic of Afghanistan Embassy in Indonesia?
2. How does the public relation of the Afghanistan Embassy manage public communication in Indonesia?
3. What kind of media does the Afghanistan Embassy use?
4. What method does the embassy of Afghanistan use to effectively maintain communication with the public for daily communication?
5. What kind of public relations strategy had been implemented in the Islamic Republic of Afghanistan Embassy in Indonesia?
6. How does the Islamic Republic of Afghanistan Embassy maintain strategy with external parties?
7. How does the Islamic Republic of Afghanistan Embassy in Indonesia manage its relationship with the Indonesian government?
8. How does the Islamic Republic of Afghanistan Embassy in Indonesia manage relationships with press media?
9. How does the Islamic Republic of Afghanistan Embassy in Indonesia manage its relationship with the community?
10. How did the Indonesian community respond to the public relation strategy the Afghan Embassy had implemented?
11. What method does the embassy of Afghanistan use to effectively maintain communication with the public to build a long-lasting relationship?
12. What is the problem with public relations activities in the Afghanistan embassy?
13. How did the Islamic Republic of Afghanistan Embassy in Indonesia solve the challenge at the embassy after the Taliban lead the government?
14. How is the communication process at the Afghan Embassy in Jakarta after The Taliban leads the government?