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## OPTIMIZATION OF HUMAN RESOURCES FOR WOMEN IN THE TNI ENVIRONMENT IN THE MISSION OF MAINTENING WORLD PEACE BASED ON UNSCR 1325

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### ABSTRACT

This study aims to describe and analyze the Bureaucracy of Human Resources and the opportunities and challenges of optimizing the role of TNI women in world peacekeeping missions. The method used in this research is qualitative method. The results showed that the optimization of the role of TNI women in the world peacekeeping mission was realized through Administrative Reform in the Human Resources Sector, starting with a recruitment and selection process policy based on standards according to the needs of the UN. Every female TNI personnel who pass the recruitment and selection are given competency training to support operations in the field. Coaching includes aspects of personnel (groups) to develop the quantity of needs desired by the UN. Institutionally, organizational development is carried out in accordance with Presidential Regulation Number 85 of 2011. The opportunity to increase the proportion of women in the Indonesian Armed Forces is a long-term commitment of Indonesia to the WPS Agenda. Challenges

faced in Involvement at the international level, Indonesia sent women TNI and Polri to the UN Peacekeeping Mission, among others, there is still a gap in the proportion of male and female soldiers due to the absence of a map depicting the increase in the number of women in the TNI in the Indonesian Defense White Paper, there is no National Action Plan from TNI/Kemhan Headquarters regarding women's participation, there is still no integrated communication from the United Nations to the Government of Indonesia.

**Keywords:** Optimization, Role of Women, Peacekeeping Operations.

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## INTRODUCTION

Indonesia's contribution to World Peacekeeping Operations (OPPD) has been started since 1957 at UNEF (United Nation Emergency Forces) Egypt, until now in several parts of countries that are still experiencing conflict such as Lebanon, Democratic Republic of Congo, Central Africa, Mali and Western Sahara. During that time, Indonesia only sent male soldiers, both from the TNI and Polri. As time shifted, Indonesia began to send female personnel to the OPPD Mission. Starting in 1991, the National Police sent their first Bhayangkara Wanita Polri (Polwan) personnel to a mission at UNMIBH (Bosnia-Herzegovina), then followed by the TNI in 2007 sending its first 14 female TNI soldiers to the UNIFIL mission area in Lebanon and the MONUSCO mission in Congo (Ditbinops PMPP TNI, 2022). The dispatch of female personnel in the OPPD mission has a record of a significant increase, both in terms of quality and quantity. However, this increase has not been able to meet the quota target given by the United Nations to each TCC to stabilize the number of female personnel sent to the mission area in accordance with the requirements. The policy of sending women to mission areas by the Government of Indonesia is because there are already UN initiatives related to increasing women's participation in peace, including increasing the participation of women peacekeepers. This started from Resolution 1325 (2000) and various related resolutions, as well as the UN Gender Parity Strategy Agenda. Indonesia also views the importance of inclusiveness in the peace process, including the participation of women. In addition, because Indonesia is also the largest contributor of peacekeepers to the UN Peacekeeping Mission, Indonesia also took the initiative to make DK resolution 2538 (2020) regarding women in peacekeeping. The United Nations has set annual gender equality targets for the military component of the United Nations Peacekeeping mission in an effort to achieve gender equality based on the Uninformed Gender Parity Strategy (UGPS). Statistics show that only about 5% of all uniformed Military, Police and Justice Services are female. This has not changed significantly in recent years.

As is well known, the nature of war and conflict is changing, with civilians increasingly being targeted, and women in particular, often bearing the brunt of conflict. Women suffer a variety of losses, from sexual and gender-based violence perpetrated by combatants, to the loss of their partners and families, to the loss of their livelihoods and personal autonomy. Even during periods of transition and peacebuilding, women continue to be marginalized, with domestic and international stakeholders ignoring their contributions and excluding them from the peace process

itself. Often in terms of peace it is more dominated by the role of men. UNSCR 1325 calls on countries to address the impact of conflict on women and girls around the world and to systematically include women in peacebuilding efforts, including peace talks, peacekeeping, and post-conflict reconstruction efforts. On this basis, the UN asked the TCC to participate in sending female personnel to the mission area.

UNSCR 1325 has been supplemented by an additional nine resolutions on women, peace and security. Together, these resolutions provide guidance to national and international actors on their role in relation to FSW. The agenda of women, peace and security remains of paramount importance in a world grappling with complex conflict, whether it be violent state-based wars, civil wars, internal conflicts or violent extremism. In nearly 80 countries, National Action Plans (NAP or NAP) on Women, Peace and Security have been developed to set priorities for action with government agencies and other agencies. In other countries, gender-sensitive peace and security priorities have been captured in sectoral strategies on gender, justice or national security. Parliamentary participation in efforts to support women, peace and security agendas varies, with many parliaments unaware of or not involved in national implementation efforts. Since the approval of UNSCR 1325 gender perspective has played an important role in the process of peace building and transformation in UN peacekeeping. The UN Resolution states that working towards gender equality is one of the keys to building a better and just peace. The contribution of this perspective to OPD (Peacekeeping Operation-PKO) is to highlight the different roles played by women and men in society and the disproportionate violence that women experience in dealing with conflict situations. Gender equality demonstrates the importance of providing opportunities for women into the military and other areas of the PKO component, emphasizing the importance of involving women in decision-making. The initial findings are that women's participation is able to contribute to the UN OPD mission through a more unique approach to victims of war or conflict, which in turn also helps create peace in conflict areas.

Indonesia's current position is one of the countries with the largest contribution to peacekeeping forces (rank 8 out of 121 contributing countries) to reach 2,675 personnel in 5-country OPD missions (TNI Peacekeeping Mission Center data, April 2022) of which 149 are women (TNI and Policewomen). This amount is equivalent to 5.8% of the total Indonesian peacekeeping personnel at the United Nations. TNI women contributed 125 people with a composition of 68 personnel from the TNI AD, 36 personnel from the Navy, 16 personnel from the Air Force and 5 personnel from TNI Headquarters and the Ministry of Defense. From this percentage, all of them are TNI women, there has been no involvement of female State Civil Apparatus (ASN) sent to missions. The roles and duties of these TNI women vary in missions, including military staff, doctors, drivers, military observers, interpreters, squad/platoon commanders and so on. Indeed, seen from the overall percentage, this is still relatively safe in terms of the proportion of the PBB, but the United Nations emphasizes that the proportion taken is the composition of women in each task force. Even though Indonesia is in the top 10 (8th position out of 120 countries) the largest Troops Contributing Country (TCC) peacekeeping country, it is seen that there is still a fairly high gap in the comparison between the number of male troops and female troops sent to the mission area. .

The policy of sending Indonesian troops has always tried to follow UN policies in terms of determining and projecting the number of 15% female troops from the total number of troops sent. This is an interesting research material to see how Indonesia's efforts to increase the participation of TNI female peacekeepers to support the Women, Peace and Security (WPS) agenda, especially since the ratification of Resolution 1325 on Women, Peace and Security (WPK) in October 2000. By looking at the comparison of the number and roles between TNI men and women who were sent to each task force, then looking back, what is the comparison of the number and what is the role of TNI women and TNI men in TNI organizations in Indonesia. This is the basis for how the TNI sees women in service and in domestic operations.

According to several studies, the percentage of the presence of women in the TNI in OPD missions is still low. Timur (2016) wrote about the role of women in peacekeeping forces in several countries, namely Indonesia, India and the Philippines. The findings of Timur's research (2016) show that the role of women is still under-represented in the security sector, especially in peacekeeping forces because there are still many obstacles that affect their presence. Hutabarat (2017) argues that Indonesia continues to strive to improve female peacekeepers in peacekeeping missions with the aim of strengthening a holistic approach. Indonesia has tried to implement UN Security Council Resolution 1325 which pays more attention to the gender perspective in security, including in peacekeeping missions. Meanwhile, Hadi and Soesilowati (2014) mention in their writings that women's participation in peacekeeping in UNIFIL has a role in protecting war victims, namely women and children. Indonesia has been trusted to contribute to peace efforts so that Indonesia continues to increase the role of women in peacekeeping operations. Based on these studies, it shows that there are several inhibiting factors, including that women still do not have many opportunities to prove their abilities in combat or assignments. As can be seen in graph 1, where starting in 2007 the position of placing TNI women on missions was dominant in the staff section, it was only in 2015 that some began to have positions in the troops along with male soldiers. Is this affected by the gender climate in the placement of TNI women in TNI units in Indonesia, the majority of whom occupy staff positions? There are many causes for this imbalance, including external challenges stemming from member State policies and practices or TNI regulations and policies, as well as internal challenges within the control of the UN Secretariat (UGPS 2018-2028, 2018). To increase the role of women in peacekeeping missions, there needs to be a strong political commitment to invest in things that can increase the role of women in national decision-making and any peace process that can be implemented through the making and implementation of policies that are in accordance with women's rights (equality and non-discrimination), cultural reform and adequate resources. The Government of Indonesia's policy to increase the participation of its female troops by increasing their number in the UN Peace Mission shows that Indonesia is starting to pay attention to gender issues and realizes the importance of women's role and participation in maintaining international peace and security. Increasing women's participation in peacekeeping forces is part of women's rights so that through this policy Indonesia provides opportunities for women to work, be active, and develop their potential to take

part in public spaces that were previously dominated by men and become Indonesia's efforts in realizing justice and gender equality. in the international sphere as liberal feminists aspire.

This paper uses a qualitative approach through various literature approaches and primary and secondary data collection processes, with the aim of studying and increasing the participation of TNI women peacekeepers in the OPPD task force, in their roles and numbers to assist and support the protection of women and child victims. war, including the effect of Resolution 1325 on the National Action Plan for the Protection and Empowerment of Women and Children in Social Conflict (RAN-P3AKS) and regulations within the TNI regarding the increase in the PPK. This study focuses on the analysis, of the possibilities and limitations of the gender perspective developed by the United Nations in OPPD, where the dissemination of understanding about gender is an important concern. This is also the mandate of the national development program by conducting case studies on the RAN-P3AKS policy. Relevance to the context of the discipline of Public Administration This study intends to contribute to a better understanding of the gender-based approach to UN Peacekeeping and the role of gender issues in global politics. This study aims to deepen the discussion on Women, Peace and Security and the contribution of feminists in the field. Through a gender perspective, this study evaluates how this perspective is implemented in practice and explains its weaknesses and strengths, thereby contributing to dismantling the UN rationale when implementing gender equality in PKO.

### **RESEARCH METHOD**

The type of research used in this paper is descriptive qualitative research. This approach was chosen because this study seeks to gain insight into the situation and increase the participation of TNI women in OPPD missions, particularly on the government's role in the TNI and the stages towards the percentage of the minimum number of TNI women who must be sent on UN missions. Because researchers want to know more about the government's role through in-depth interviews with government officials who are authorized in developing TNI women, recruitment of UN mission standby troops, training for mission preparation and also observing directly the potential that exists in the field and conducting interviews with TNI women who have carried out UN missions. In this case, the researcher is the key instrument (Lincoln and Guba in Moleong, 2006). The method used in this research is descriptive method with the intention that the research results will provide an overview or describe in a systematic, factual and accurate way towards the object to be studied. According to Bungin (2001). Social research using a descriptive format aims to describe, summarize various conditions, various situations or various variables that arise in the community that is the object of the research. Departing from the issue that not all policies run smoothly as in the formulation stage, for that there needs to be an in-depth study of whether or not it happened. With this method the author tries to examine how the role of the government in increasing the participation of TNI women in the OPPD mission.

### **RESULTS AND DISCUSSION**

#### **Gender Mainstreaming in UN**

As part of this process, the idea of gender mainstreaming emerged, in the mid-1990s, as the main approach to incorporating a gender perspective in international initiatives (Olsson and Gizelis

2004). According to the United Nations (2002), gender mainstreaming is the process of assessing the implications of the roles of women and men in society with the aim of developing laws, policies or programs in a number of areas and levels. It is a strategy for achieving gender equality in all areas: political, economic and social (United Nation 2002). The goal of gender mainstreaming is to achieve gender equality through “initiatives to enable both women and men to formulate and express their views and participate in decision-making on all issues” (Mukhopadhyay 2016: 77). The concept claims that gender is a problem because of the fundamental inequalities between men and women. These inequalities are manifested in different ways and sectors, but they are part of a common pattern that must be addressed and questioned (UN 2002:5).

According to Väyrynen (2004), discussions about women and conflict have existed long before, in events such as: Convention of the Elimination of All Forms of Discrimination Against Women (CEDAW) (1979), Declaration on the Elimination of Violence Against Women (1993) ) and the Declaration Platform for Action at Beijing (1995). The journey process reached its momentum with the approval of UN Resolution 1325 (2001) on Women, Peace and Security. The resolution is a milestone by including women as an integral part of armed conflict, not being reduced to the most vulnerable group. In contrast, Resolution 1325 describes women as protagonists in a number of stages of the peace-building process: decision-making, conflict prevention, resolution, etc. (Cohn 2004). According to the Resolution itself: Reaffirms the important role of women in conflict prevention and resolution and in peace building, and stresses the importance of their equal participation and full involvement in all efforts to maintain and promote peace and security, and the need to enhance their role in decision-making that is related to conflict prevention and resolution. (United Nations 2000)

The scope of the Resolution was drafted by the United Nations Secretariat and the United Nations Development Fund for Women (UNIFEM). Each agency is responsible for a different document with the aim of elaborating recommendations for implementing Resolution 1325 as a guide for peacekeeping operations (Chinkin and Charlesworth 2006). Through Resolution 1325 and other WPS mandates, the UN claims to incorporate a gender perspective in OPPD by increasing women's participation in all levels of the peacebuilding process and to address concerns about the disproportionate vulnerability of women and girls in post-conflict realities (UN 2000). This perspective is expressed not only by the increase in the number of female peacekeepers, but also by the inclusion of gender issues in all PKO routines and operations: police, military and civilian (United Nations 2018a). The implementation of a gender perspective in the military component of the PKO consists of supporting military personnel in recognizing and addressing security priorities of all sectors of the local population—women, men, boys and girls—in the context of peacekeeping (UN 2010). Peacekeepers have direct interaction with local residents and their work is directly related to the community.

### **Women in World Peacekeeping Operations**

When peacekeepers adjust the population to the UN mandate, women are increasingly becoming part of the peacekeeper family, thus making UN OPPD more effective. For reasons of placing women in the police, military and civilian fields, some of them have had a positive impact on the

peacekeeper environment, including in supporting the role of women in building peace and protecting women's rights. In various aspects of peacekeeping, Security Sector Reform (SSR), Disarmament, Demobilization and Reintegration (DDR), Police, Military, and Elections, from initial planning to evaluation, Women Peacekeepers to the same standards and under the same difficult conditions as colleagues men, they prove that women can perform the same roles, sometimes even better. In this regard it is an operational imperative that the United Nations recruit and retain female peacekeepers. Furthermore, to carry the context of ensuring that gender issues are mainstreamed in UN peacekeeping operations, UN DPO has issued a "Policy on Gender Equality in Peacekeeping Operations". In 2020, records from OPPD missions of approximately 95,000 peacekeepers, women constituted 4.8% of the military contingent and 10.9% of the Formed Police Unit and 34% of the Justice and Corrections personnel the government provided for the mission. Changes occurred at the beginning of 2022, a total of 73,852 peacekeepers, women making up 6.5% of the military contingent and 18.7% of the Formed Police Unit. Meanwhile the UN continues to encourage the placement of women for uniformed functions. The 2028 target for women serving in military contingents is 15%, and 25% for military observers and staff officers. The 2028 target for women serving in established police units is 20%, and 30% for individual police officers.

The UN also continues to encourage "gender parity" among staff working at the UN. As the UN Secretary-General, Antonio Guterres at the side event of the 66th session of the Commission on the Status of Women (CSW) to the 148 Group of Friends on Gender Parity, restated the UN's commitment to equality for women everywhere. While steady differential progress has been made at UN headquarters, gender equality on the ground has shown slower and uneven progress. In peace operations, 32% of civilian personnel are women, a slight jump from 2017, when the figure was 28%. While in some missions, only a quarter of the international staff are women (<https://news.un.org/en> accessed on Wednesday, 06 July 2022). In UN peacekeeping operations and special political missions, available statistics show only 29% of women on international staff and 17% on national staff. These statistics have generally not changed much in recent years. In addition, the Department of Peace Operations (DPO) also continues to encourage an increase in the number of female personnel in UN peacekeeping missions. However, this ultimately depends on the UN member states as contributors to the military and police forces (TCC) to increase the number of female personnel in military peacekeeping or not.

It is calculated that more women in peacekeeping means more effective peacekeeping. Women peacekeepers are believed to be able to improve overall peacekeeping performance, have greater access to communities, assist in promoting human rights and the protection of civilians, and encourage women to become meaningful parts of the peace process and politics. Women and men see conflict differently so that they will view peace differently. Understanding and integrating these differences – or better known as gender perspectives – into all aspects of UN peacekeeping operations, is critical to the success of UN peacekeeping efforts. More women in peacekeeping means more effective peacekeeping. According to Lt. Col. Sus Herly Sinaga, Gender Focal Point PMPP TNI: "Women peacekeepers improve overall peacekeeping performance, have greater

access to communities, assist in promoting human rights and the protection of civilians, and encourage women to be a meaningful part of the community. of the peace process and politics. Women and men see conflict differently and thus view peace differently.”

Discussions on gender perspectives in modern conflict affect women and girls disproportionately more than men and boys; this is a "gender perspective". To understand gender and how it is applied in a conflict, it is necessary to define related terms and concepts. Gender often refers to the social roles and responsibilities placed on people by their culture according to their gender, including society's expectations of the characteristics, talents, and behaviors of each man, woman, boy, and girl. These expectations and roles are learned, vary within and between cultures, and can change over time. The concept of gender is very important because it shows that the subordination and domination of women and girls is a social construction and, as such, can be modified or discontinued (Minna Lyytikäinen, 2007, 2007:8): UNSCR 1325 underscores the need to integrate (mainstream) gender perspectives in local or regional areas. the center of conflict, where the United Nations plays a role in preventing and being part of efforts for resolution and prevention, peace building, peacekeeping, rehabilitation, and post-conflict reconstruction. This resolution provides a framework for the need for women's inclusive participation in finding efficient ways to achieve peace, in addition to supporting the comprehensive involvement of civil society groups in the peace process and implementation of peace agreements. In 2002, the Security Council Presidential Declaration 2002/32 asked UN member states to prepare national-level initiatives to implement UNSCR 1325. A number of donor countries, as well as countries experiencing prolonged armed conflict, took part. Several countries in the Asian region have reached the process of drafting a National Action Plan (RAN) to translate UN Security Council Resolution 1325 into concrete actions. Indonesia started in 2006 with its own RAN or RAN P4DK, which was later called RAN P3KS which was launched in 2014. The Philippines launched the NAP in 2010 and Nepal in 2011, the Republic of Korea (South Korea) also adopted the RAN in 2014, followed by Afghanistan and Japan in 2015.

There are slight differences between RAN in North European and North American countries and RAN in Southeast Asia and South Asia. The NAPs of Northern European countries are mostly designed to be outward looking and clearly reflect the pillars of UNSCR 1325. NAPs from Southeast Asia tend to be more inward looking like Indonesia, except for Nepal and the Philippines. In the Northern Europe NAP, a greater proportion of activities are devoted to sending Peacekeeping Operations (PKO) in conflict-affected countries. In their Asian counterparts except Japan and South Korea, RAN tends to be formed in the context of managing gender-based violence/conflict at the domestic/country level. Examples can be given in the RAN in Sri Lanka, Indonesia, as well as the Philippines. In some ways this situation reflects the state's capacity in terms of institutions, human resources, and budgetary allocations on the one hand, in addition to the security paradigm, on the other.

In the RAN discussion in Indonesia on UNSCR 1325 brought critical global issues related to women, gender, security, peace, and conflict, especially about women's participation in formal decision-making processes in peace processes and/or in conflict settings. Initially, the first

Indonesian RAN on UNSCR 1325 was called the Action Plan for the Protection, Prevention, and Empowerment of Women in the Regions (RAN P4DK), which was later changed to the National Action Plan for the Protection and Empowerment of Women and Children in Social Conflict (RAN P3AKS) in 2013 in accordance with the Presidential Regulation. No.18 of 2014. In formulating Indonesia's NAP, state and non-state actors always work together. They started with planning, discussing terms of reference, developing keywords for discussion, to involving participants from various organizations throughout the province, and joining together on a steering committee. The main objective of RAN P3AKS is to effectively protect and empower women and children during conflict, especially in this case social conflict. To activate it, the government considers it a National Action Plan based on a Presidential Decree, excluding UNSCR 1325 anywhere in the text. After RAN Indonesia was launched in March 2014 in Jakarta, the involvement of non-governmental organizations and related government institutions has expanded. Global and regional networks are also being expanded as an arena for sharing 'best and good practices'. Between 2014-2016, the consolidation of civil society to ensure its role in the implementation of the NAP and the Protection of Women and Children in Social Conflict (P3AKS) intensified.

Talking about women's careers in the TNI, questions arise about the likelihood of women reaching the highest ranks in the TNI forces, and when women hope to lead a force. It is known that lack of combat experience or lack of experience leading battalions in conflict situations can limit women's advancement in leadership positions at home. as well as on UN peacekeeping missions. In 2012, Norway was the only UN member state to nominate a senior female candidate for the leadership position of troop commander in the military component of peace operations (Sahana Dharmapuri, 2013: 15). Other member states have stalled on advancing the participation of women in the military component of peacekeeping because there are barriers for women to reach the highest ranks. Women, however, could only enter administrative, engineering and communications specialties in the army; surface warfare and naval aviation in the Indonesian Navy; and transport pilots in air power, limiting their ability to qualify for high ranking positions. It takes a lot of qualifications for a female lieutenant to be considered for a brigade general/admiral/marshal. Such as various aspects that affect promotions, qualifications, course approvals, available vacancies, achievements achieved, disciplinary behavior, and so on. What this means in peacekeeping operations is that the United Nations probably won't see a female troop commander candidate for decades from Indonesia. Without accurate and timely information these issues cannot be adequately addressed or addressed to promote women in national power.

### **Optimizing the Role of TNI Women in World Peacekeeping Missions through the Human Resources Bureaucracy**

Women are increasingly having a significant role in the fields of peace operations and have made a positive impact on peace operations, both through increasing the role of women in the peacebuilding process and protecting the rights of women themselves. In all areas of peace operations, women peacekeepers have proven that they can perform the same role, to the same standards and under the same difficult conditions, as men. It has become an operational imperative for peace operations to recruit and retain female peacekeepers. The role of TNI women in

peacekeeping forces in humanitarian assistance is aimed at protecting the lives and maintaining the health of local communities in Lebanon, especially in terms of providing adequate health including forms of psychological support and other essential supplies. TNI women are more deployed to humanitarian assistance in peace missions, namely Indonesia still categorizes TNI women as not yet included in combatants, victims of the conflict that occurred in Lebanon, namely women and children, have more trauma than male victims, so the role of women, namely TNI women is needed to recover and try to revive them through the Civil-Military Cooperations program. The United Nations itself also encourages Indonesia to increase female soldiers in all peacekeeping mission assignments.

The presence of female troops in various peacekeeping missions has influenced the success of peacekeeping. This has been explained by Afaf Omer as a gender advisor at UNIFIL where the presence of women has protected the community, especially women and children and this is an advantage, namely building better relationships with women's groups including interviewing victims of sexual and gender-based violence, working in women's prisons, assisting female ex-combatants during the process of demobilization and reintegration into civilian life, and mentoring female cadets in police academies. Women peacekeepers act as role models in the local environment by inspiring women and girls in often male-dominated societies and showing women and girls that they can do anything in the fields of politics, security, law and order, medicine, journalism and so on without any hindrance. By carrying out these social functions, women peacekeepers have realized the concept of women's empowerment (United Nations Peacekeeping, 2018). Normatively, UN Security Council Resolution No. 1325 of 2000, the role of women in peacekeeping is needed, especially after the conflict. Therefore, the UN Security Council encourages UN members to increase the role of women in peacekeeping forces. The special role played by women peacekeepers is considered to have the potential to complement the humanitarian role, particularly to communicate with women and children. This makes peacekeepers more accessible including local women and children communities, facilitates interaction with women in cultures that prohibit cross-gender interaction, becomes a role model and symbol of empowerment for women or girls in war zones, helps address the needs of women such as former combatants who have experienced sexual violence or other trauma in conflict zones, help reduce conflict, and provide a greater sense of security and normalcy for the civilian population, especially women and children (Bigio & Vogelstein, 2016).

In the beginning, Indonesian female soldiers were still unknown to many people because of the need for manpower from women who were not so important in the military. Not only that, the stigma of women in Indonesia is still considered as a supporter of men, for example taking care of the kitchen and children. Therefore, they are considered not to have the right to be in the public sphere, especially in the fields of state and defense. This view has become a patriarchal culture inherent in Indonesian society so that women are still considered marginal. Even though the struggle is so hard, Indonesian women have made progress, especially in gender mainstreaming in the military sector with the presence of female TNI soldiers. Apart from her work as a wife and mother, the TNI Women's Corps is one proof that women have an important role both in the home

environment and in the public (Dewi, 2016). According to Timur (2016), the role of women is still under-represented in the security sector, especially in peacekeeping forces because there are still many obstacles that affect their presence. Hutabarat (2017) argues that Indonesia continues to strive to improve female peacekeepers in peacekeeping missions with the aim of strengthening a holistic approach. Indonesia has tried to implement UN Security Council Resolution 1325 which pays more attention to the gender perspective in security, including in peacekeeping missions. Meanwhile, Hadi and Soesilowati (2014) mention in their writings that women's participation in peacekeeping in UNIFIL has a role in protecting war victims, namely women and children. Indonesia has been trusted to contribute to peace efforts so that Indonesia continues to increase the role of women in peacekeeping operations. Indonesia continues to be committed to implementing world order based on independence, eternal peace and social justice in accordance with the mandate of the fourth paragraph of the Preamble to the 1945 Constitution of the Republic of Indonesia. Indonesia believes that the presence of women as peacekeepers will greatly contribute to the success of the mission because of the role of women in social construction in society as well as psycho-social aspects that make women have a 'privilege' in humanitarian missions.

Therefore, in looking at the bureaucratic reform in the field of HR for TNI women as world peacekeepers, it is described about recruitment and selection, training, career development and performance. The elements described are also related to HR as one of the dimensions of capacity building proposed by Grindlle (1997: 9). Bureaucratic Reform in the HR Sector in Optimizing the Role of TNI Women begins with the recruitment and selection process for female TNI members from 3 dimensions (forces), TNI Headquarters and the Ministry of Defense. This is in accordance with the results of the interview as follows: TNI women who will depart for the mission come from 3 dimensions (forces), TNI Headquarters and the Ministry of Defense. The first requirement for those who leave is the need for personnel according to rank, if what is requested (by UN) is the rank of an officer, then they must select officers. These requirements have been included in the personnel request telegram 1 year before the departure of the mission to the military units in stages. One of the efforts to optimize the role of women in the TNI in the world peacekeeping mission is to pay attention to the recruitment and selection process. This recruitment and selection process is based on the needs of the UN. Every female TNI candidate must have certain requirements. Recruitment is the most important aspect in procuring manpower in an organization, namely by selecting or attracting candidates who meet the requirements according to needs, both in the short and long term. The recruitment and selection process for TNI women who are World Peacekeepers is intended to obtain female TNI personnel who have the capabilities in accordance with the standards required by the UN. Women in the Indonesian Armed Forces who maintain peace are members of the UN peacekeeping mission who have various very important roles and tasks. As peacekeepers, women peacekeepers who represent the United Nations in a country to help restore the confidence of people traumatized by conflict.

Based on the two statements, it can be further explained that in order to optimize the role of TNI women in world peace missions, standards are needed that must be met by every personnel in accordance with the needs of the UN. The general standards used are in accordance with the

military standards of each country. The UN itself as a world organization that requires personnel for the maintenance of world peace, organizes a mission evaluation mechanism that is held through Military Capability Studies, Contingent Owned Equipments/COE inspections, Operational Readiness inspections, and reports from other missions. Some important points from the evaluation results include the urgency of changing operating patterns, changes in task demands and abilities that must be possessed as well as changes in the type of Alut/Alutsista and its supporting equipment. Based on the results of preliminary research from several documents in the TNI PMPP, it was found that since the 2018 period, the Task Force from Indonesia experienced several prominent things that described the less than optimal development of the UN peacekeeping capability, which can be seen from the material conditions of the Task Force, personnel capabilities and readiness for operations in the field (Sriyanto, 2022:95) In order to answer the challenge of the less than optimal capacity development of TNI women as UN peacekeepers, it is necessary to have a competency development framework. Based on the perspective of human resources (HR) in defense management, it can be seen that the development of human capital (capacity of competent human resources) will affect the framework for developing defense forces, where a new mechanism is needed at the policy level and at the operational level in the form of resource management. humans as an asset (capital) that is able to develop dynamically based on its strategic environment. This new paradigm places the human element no longer as an object but as a subject of resources in the defense sector so that it can function more optimally in the defense management process (Ivancevich, 2007).

Training in the context of preparing female TNI personnel who are prepared for the UN Task Force is carried out by PMPP TNI which is carried out through the Pre Recruitment Mobile Training (PRMT) program and Mobile Training Team (MTT) activities. PRMT activities are to see the existing infrastructure (Sapras) in the unit area that will be used as the main task force for the task force and carry out the selection of the task force that will be dispatched to the peace mission. While the MTT activity is a form of teaching to unit soldiers who have been appointed as trainees who will be projected to be dispatched on world peacekeeping missions the following year. This MTT teaches trainers who have been appointed to provide 27 Core Pre Deployment Training Materials (CPTM) and supporting materials such as UN Charter, Fix Guard, Radio Communication Procedure, Rules of Engagement (RoE) and Media Relations provided by the assistance team from PMPP TNI. In a more specific perspective, the human capital approach to the main components of the defense system can be seen from the aspect of the presence of human capital capabilities that must be possessed by every female TNI personnel in order to support the task of maintaining World Peace, as a maximum human capability in the TNI organization. It is not limited to having skills, but all the talents that a soldier must possess (intelligence, motivation, education, physical ability, combat experience, etc.) who are able to contribute optimally to the Peace Mission. The problem of TNI women's resources in peacekeeping missions can be studied from the HRD side. Human Resource Development is defined as any process or activity, either initially or in the long term, that has the potential to develop adult workers based on knowledge, skills, productivity and satisfaction, either for personal or group gain, for the benefit of the team,

or for the benefit of the organization, community, nation, or ultimately all of humanity. Based on this definition, HRD consists of three main components, namely organizational development (OD), career development (career development), and training and development (Thomson & Mabey, 1994) cited by Mankin, 2001).

In general, the capability development carried out by PMPP TNI includes personnel and material aspects. From the aspect of personnel capabilities, PMPP TNI carries out Train of the trainer for core Task Force personnel in PMPP TNI, mobile team training as an implementation and continuation of Train of the trainer in units appointed with supervision from PMPP TNI, so that the capabilities of the peacekeepers are in accordance with the standards. UN. Indonesia has also sought cooperation opportunities with the United Nations, through proposals for standardization of PMPP TNI training from the Integrated Training Section (ITS), PBB and the Triangular Partnership Project (TPP) framework. This is important in order to promote the PMPP TNI as an international standard / UN training institution, so that it gets recognition from the UN to be able to organize UN trainings, including training for prospective Leaders / strategic officials in the mission area, namely Senior Mission Leader Courses (SML). The strategy for developing the capability of Indonesian peacekeepers to face multidimensional threats in the UN Peace Mission in the Democratic Republic of the Congo, is also inseparable from the benefits offered as an instrument in anticipating environmental changes, so as to minimize the negative impact of changes in strategic environmental conditions. For this reason, it is necessary to formulate policies at the grand strategy level as the basis for strategy formulation. The policy formulation needs to be directed at eliminating the problem nodes that still arise in the development of capabilities, especially in the 2018 to 2018 period. 2020 for Indonesian peacekeepers serving in the Congo, particularly related to the need for synchronization of national regulations with UN policies, increasing the quality and quantity of professional human resources, fulfilling the necessary facilities and infrastructure in preparing the Task Force, as well as the establishment of a Standby Forces Unit, which is ready to be deployed in 2020. world peacekeeping missions are at the same time ready to be deployed to back up the needs of domestic operations and other humanitarian operations in the Asia Pacific region in order to increase the contribution of UN peacekeepers in order to strengthen Indonesia's defense diplomacy. To improve the quality of female TNI personnel as world peacekeepers, one of the organic functions of the military is in carrying out personnel career development which aims to prepare personnel who are able to carry out their duties optimally.

The mission of OPPD is not only as a medium for state diplomacy in the international relations arena, but also as an arena for new experiences for TNI personnel in carrying out their careers as military. The opportunity to carry out the OPPD mission is not only once, in accordance with the wishes and abilities of each of these personnel. Especially for the officer group, after joining the mission as a contingent troop, they can become Military Experts on Mission (Milobs) or Staff Officer, and can even take part in the selection as a Secondmen Officer at the UN Headquarters in New York. This of course can be a bit of a choice from the various alternative career choices available in the TNI. One of the policies in the HR Bureaucracy of the TNI in increasing the role

of TNI women is through organizational development. This is in accordance with Presidential Regulation Number 85 of 2011, the President of the Republic of Indonesia has formed a Peacekeeping Mission Coordination Team (TKMPP) whose membership consists of the Coordinating Minister for Political, Legal and Security Affairs (Director), Minister of Foreign Affairs (Chairman), Minister of Defense, Minister of Law and Human Rights, the Minister of Finance, the State Minister for National Development Planning, the Cabinet Secretary, the Commander of the Indonesian Armed Forces, the Head of the Indonesian National Police and the Head of the State Intelligence Agency. While acting as Secretary of TKMPP as well as Chief Executive Officer is the Director General of Multilateral Cooperation, Ministry of Foreign Affairs. TKMPP has the task of preparing policy formulation and coordinating the necessary steps in implementing Indonesia's participation in world peacekeeping missions based on national interests.

### **Opportunities and Challenges in Optimizing the Role of Women in the Indonesian Armed Forces in the World Peacekeeping Mission**

Women are placed in all fields – police, military and civilian and have made a positive impact on the peacekeeping environment, including in supporting the role of women in building peace and protecting women's rights. Currently only 6% of all uniformed military, police and judicial personnel and corrections in field missions are women. This shows that although the role of women in maintaining peace is very crucial, the involvement of women in the peace process is still very limited. The role of women in conflict resolution and peace building is increasing, especially in multilateral policy discussions. Referring to the 1995 Beijing Platform for Action which aimed to increase the presence of women in conflict resolution and at the decision-making level, the UN Security Council adopted Resolution 1325 by mutual agreement on 31 October 2000, which focused on the role of women in maintaining international peace and international security (Mumtazinur , 2017: 89). This shows an opportunity for Indonesia, especially the TNI as one of the countries involved in the world peace mission.

In 1993, women made up 1% of the uniformed personnel deployed. The statistics below show that in 2019, of the approximately 95,000 peacekeepers, women made up 4.7% of the military contingent and 10.8% of the police units formed in UN peacekeeping missions. While the United Nations encourages and advocates for the placement of women in integrated functions, member states must assume the responsibility for placing women in the police and military. The UN Police Division launched a 'Global Effort' to recruit more female police officers into national police services and into UN police operations worldwide. The 2028 target for women serving in military contingents is 15%, and 25% for military observers and staff officers and the targets for women serving in established police units are 20%, and 30% for individual police officers (<https://peacekeeping.un.org/en/our-peacekeepers>)

One of the challenges in gender mainstreaming at UNIFIL is identifying suitable staff to serve as Gender Focal Points (United Nations, 2010d). In the UNIFIL civilian task force, most of the focus points are junior staff, whereas in the military task force the focal point is senior military officers (United Nations, 2010d). The focal point in junior positions is often not being able to meet the

requirements of gender mainstreaming in missions, whereas senior focal points are better equipped to make decisions and monitor mainstreaming processes (United Nations, 2010d). In 2004, MONUC ensured that women and girls are considered in local disarmament, demobilization and reintegration (DDR) programs (United Nations, 2010c). Peacekeepers note that women and girls associated with the armed forces have been excluded from DDR programs after being separated from their husbands, and are working in partnership with women's organizations to "educate the community and inform women about DDR programs" (United Nations, 2010c, p. 22). Gender sensitivity programs are organized in transit camps, and invite demobilized combatants to encourage others to give up their weapons (United Nations, 2010d). While these sensitization sessions with women have reportedly led to an increase in women convincing their husbands to give up their weapons, DDR programs in the DRC have failed to adequately serve female ex-combatants due to limited eligibility criteria (United Nations, 2010c). In order to be selected by the United Nations in sending troops, Indonesia, both TNI and Polri as P/TCCs carry out registration through the UNPCRS website, followed by an assessment, negotiation and survey process so that they are categorized into Level 1, 2, 3 and Ready Deployment Level (RDL).

Although the OPPD preparation was carried out by the TNI PMPP, it was under the supervision of the Operations Staff of the VIII Kepabanan TNI Commander/Overseas Operations. In addition to being responsible for planning and preparing activities related to the deployment and use of force in the context of TNI operations abroad, both in the context of special operations, such as securing the Indonesian Embassy, securing VVIP, releasing hostages, hijacking flights/shipping, evacuating Indonesian citizens, joint operations other countries, such as humanitarian operations (HA/DR) as well as the preparation of world peacekeeping operations (Regulation of the Commander of the Indonesian National Armed Forces Number 8 of 2019). TNI needs to make some changes related to peace operations. One of them is expanding the PMPP TNI recruitment program in Bogor, West Java. So far, PMPP TNI has only recruited TNI who are prepared to go on OPPD missions. With an area of 260 hectares and infrastructure that is considered the most complete in the Asia Pacific region (Interview with the Head of the Branch for the Theater Security Cooperation Exercise and the US Pacific Command Multinational Program in Southeast and South Asia, Scott A. Weidie) the TNI PMPP should also be able to prepare more troops and penetrated into the preparation of civilian personnel who want to join as professional staff in the United Nations or UN missions.

### **Evaluation of HR Reform Policy in Optimizing the Role of TNI Women as Peacekeepers**

#### 1). UNIFIL Mission in Lebanon

Initially, UNIFIL was formed by the United Nations Security Council in March 1978 to confirm Israel's withdrawal from Lebanon, restore international peace and security, and assist the Lebanese Government in restoring its effective authority in the region. The mandate had to be adjusted twice, due to developments in 1982 and 2000. Following the July/August 2006 crisis, the Council increased the Force and decided that in addition to the original mandate, the Council would, among other things, monitor the cessation of hostilities; accompany and support the Lebanese armed forces as they are stationed throughout southern Lebanon; and expand its assistance to help ensure

humanitarian access to the civilian population and the voluntary and safe repatriation of displaced persons. One of the UN missions currently carried out by the TNI is the United Nations Interim Force In Lebanon (UNIFIL) mission by sending a Garuda Contingent to the Mechanized Battalion Task Force (Konga Satgas Yonmek) XXIII with a strength of 850 people who served for approximately one year in the territory of Lebanon. South. Indonesia started sending this Task Force for the first time in 2006 under the name Konga XXIII-A in the formation of the Yonmek Task Force (currently it is XXIII-P). In 2006, women troops on UNIFIL missions made up only 2.5% of total deployments, but as of 2019, women accounted for 6% of the approximately 10,300 UNIFIL peacekeepers serving peace in southern Lebanon and in territorial waters (United Nations, 2019) . The UNIFIL mission needs more women in peacekeeping missions because the presence of female troops makes a significant contribution to the peace process in Lebanon. Therefore UNIFIL continues to strive to reduce the various obstacles that hinder the involvement of women in peacekeeping missions. This is done as a form of support for the implementation of the UN Security Council agenda on Women, Peace, and Security for the realization of gender equality in the world peacekeeping agenda.

## 2). MONUSCO Mission in Congo

MONUSCO (The Mission Of Stabilizing The Organization Of The United Nations In The Democratic Republic Of The Congo) took over from the previous UN peacekeeping operation – UN Organization Mission in the Democratic Republic of Congo (MONUC) – on 1 July 2010. with Security Council resolution 1925 of 28 May to reflect the new phase reached in the country. The new mission has been authorized to use all means necessary to carry out its mandate relating, inter alia, to the protection of civilians, humanitarian personnel and human rights defenders under threat of physical violence and to support the Government of the DRC in efforts to stabilize and consolidate peace. Indonesia first contributed to the Congo OPPD mission with the Konga XX Task Force in the formation of the Engineer Company Task Force in 2003 with a total of 175 personnel. The Company's duties are construction, road maintenance, routine airport runway maintenance, helipad hangar construction, airport taxiway asphaltting and bridge construction in the operational area. Next up is the Rapid Deployable Battalion Task Force. Konga XXXIX, which first appeared in 2018 with a reinforcement of 850 personnel. His contribution is strengthening and can be mobilized quickly starting January 2019 for 12 months in the Provinces of Sudkivu and Tanganyika, by carrying out the protection of the civilian population, UN assets and authorities of the Democratic Republic of Congo in order to stabilize security in the country.

## 3). Female Peacekeeper's Needs

Talking about female peacekeepers who go on missions to carry out OPPD, especially women in the TNI, it will indirectly discuss how when a country begins to carry out peacekeeping missions, the focus is on UN OPPD. In order to get the operational readiness of the UN Task Force that is ready to be mobilized effectively and efficiently, the UN has changed the UN Task Force preparation system which was originally the United Nations Standby Arrangement System (UNSAS), to become the United Nations Peacekeeping Capability Readiness System (UNPCRS) since July 2015. The essence of The UNPCRS system is the UN's desire to have standby forces

ready to be mobilized in a short time (30/60/90 days) either from one particular country or from cooperation with other countries in the form of co-deployment. Potential Task Force requirements for a UN mission are submitted to all Troops Contributing Country (TCC) every 6 months, based on the results of Mission analysis (MA) or Military Capability Studies (MCS). Based on the MA and MCS, the PBB determines the Statements of Unit Requirements (SUR) which contains the types of Task Forces along with the capabilities, tasks and materials required based on the PBB manual, including the SUR the proportion of women in mandatory and optional assignments. Just like male personnel, female troops can be active in the military field, although slightly restricted. Indonesian women troops have the same opportunity to guard and secure the Blue Line area by participating in daily patrols although they are still limited. Female troops are not allowed to carry out full day patrols and generally they are given patrol duties during the day (Firohmatillah & Sudirman, 2019). Patrol activities are not purely carried out by female troops alone but together with male personnel or with contingents from other countries. The important role of female troops in Civil-Military Cooperation is to communicate with residents in conflict areas, especially women and children (Firohmatillah & Sudirman, 2019). If this communication process goes well, it will make it easier for troops to achieve peace and carry out other tasks such as facilitating and intermediary in the process of interaction with women in cultures that prohibit gender interaction, being a role model for women and children in conflict zones, providing for the needs of the population. women, helping women who are victims of violence or trauma, reducing conflict, providing a sense of security for residents in conflict areas (Bigio & Vogelstein, 2016).

### **CONCLUSION**

Based on the results of research and discussion related to the Optimization of Human Resources for Women in the TNI Environment in the Mission of Maintaining World Peace Based on UNSCR 1325 shows that:

- 1 Optimizing the role of TNI women in world peacekeeping missions is realized through Administrative Reform in the Human Resources Sector, starting with policies starting with the recruitment and selection process for women TNI members from 3 dimensions (forces). Recruitment and selection is based on the standards of each personnel in accordance with the needs of the UN. Standard requirements that must be met include passing the results of a physical fitness test, an English proficiency test, a computer proficiency test, a driving ability test, and a mental health test. Every female TNI personnel who pass the recruitment and selection are given competency training to support operations in the field. The development of female TNI personnel as world peacekeepers is all efforts and activities related to coaching in a broad sense which includes aspects of staff development (groups) to develop the quantity of manpower needed by the UN. Institutionally, organizational development is carried out in accordance with Presidential Regulation Number 85 of 2011.
- 2 The opportunity to increase the proportion of women in the TNI is Indonesia's long-term commitment to the WPS Agenda. In addition, Indonesia, in this case the TNI, has a very representative training ground at the PMPP TNI Bogor. Challenges faced in engagement at the international level, Indonesia sent women TNI and Polri to the United Nations Peacekeeping

Mission, among others, there was still a gap in the proportion of male and female soldiers, and the low percentage of women from several contingents from Indonesia. This is due to several factors, namely the absence of a map depicting the increase in the number of women in the Indonesian National Armed Forces in the Indonesian Defense White Paper, the absence of a National Action Plan from the TNI / Ministry of Defense Headquarters regarding women's participation, and the lack of integrated communication from the United Nations to the Indonesian Government (Ministry of Foreign Affairs, Ministry of Defense and the Republic of Indonesia). TNI Headquarters) in increasing the increase in female personnel from year to year, as well as several internal factors of the nature/character of women themselves related to the social and cultural norms of women in Indonesia

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