

## CHALLENGES, BENEFITS, AND OPPORTUNITIES OF INDONESIAN FEMALE PEACEKEEPERS

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### Abstract

The adoption of Resolution on Female Peacekeepers (Resolution 2538) by the United Nations (UN) Security Council in 2020 signifies Indonesia's commitment to increasing women's participation in peacekeeping and their global contributions to peace. Indonesia has a strong track record in peacekeeping, ranking among the top 10 troop contributors by deploying military, police, and expert personnel. Despite prevailing stereotypes that associate warfare with men and view women as vulnerable, women play a crucial and unique role in peacekeeping missions. This article examines the challenges, benefits, and opportunities for Indonesian women in the military who engage in peacekeeping. The research methodology involved interviews with male and female members of the Tentara Nasional Indonesia (TNI) who have served as peacekeepers, as well as the permanent representatives of Indonesia at the UN. Additionally, existing studies on Indonesian women in peacekeeping were reviewed. The research reveals significant challenges faced by Indonesian women in peacekeeping, including limited interpersonal and intercultural communication skills, organizational culture, and biases. Overcoming these challenges is crucial for personal and international benefits. On the other hand, opportunities for enhancing the role of Indonesian women in peacekeeping include promoting kindness and friendliness and implementing regular military practices in local communities. In conclusion, Indonesia's Resolution on Female Peacekeepers highlights the responsibility of Indonesia to enhance women's participation in peacekeeping missions. By addressing the challenges and leveraging the opportunities identified, Indonesia can further strengthen its contributions to peacekeeping through the active involvement of women.

**Keywords:** Indonesia; Women peacekeeping; Women TNI; Challenges; Benefit; Opportunities

### Abstrak

Disahkannya Resolusi Perempuan Penjaga Perdamaian (Resolusi 2538) oleh Dewan Keamanan Perserikatan Bangsa-Bangsa (PBB) pada tahun 2020 menandakan komitmen Indonesia untuk meningkatkan partisipasi perempuan dalam pemeliharaan perdamaian dan kontribusi global mereka terhadap perdamaian. Indonesia memiliki rekam jejak yang kuat dalam pemeliharaan perdamaian, termasuk dalam peringkat 10 besar kontributor pasukan dengan mengerahkan personel militer, polisi, dan ahli. Meskipun ada stereotip yang mengasosiasikan peperan-

gan dengan laki-laki dan memandang perempuan sebagai kelompok yang rentan, perempuan memainkan peran penting dan unik dalam misi pemeliharaan perdamaian. Artikel ini mengkaji tantangan, manfaat, dan peluang bagi perempuan Indonesia di militer yang terlibat dalam pemeliharaan perdamaian. Metodologi penelitiannya adalah dengan melakukan wawancara terhadap laki-laki dan perempuan anggota Tentara Nasional Indonesia (TNI) yang pernah bertugas sebagai penjaga perdamaian, serta perwakilan tetap Indonesia di PBB. Selain itu, penelitian-penelitian yang ada mengenai perempuan Indonesia dalam penjaga perdamaian juga ditinjau. Penelitian ini mengungkapkan tantangan signifikan yang dihadapi perempuan Indonesia dalam pemeliharaan perdamaian, termasuk terbatasnya keterampilan komunikasi antarpribadi dan antarbudaya, budaya organisasi, dan bias. Mengatasi tantangan-tantangan ini sangat penting demi keuntungan pribadi dan internasional. Di sisi lain, peluang untuk meningkatkan peran perempuan Indonesia dalam pemeliharaan perdamaian mencakup peningkatan kebaikan dan keramahan serta penerapan praktik militer secara rutin di komunitas lokal. Kesimpulannya, Resolusi Indonesia tentang Perempuan Penjaga Perdamaian menyoroti tanggung jawab Indonesia untuk meningkatkan partisipasi perempuan dalam misi pemeliharaan perdamaian. Dengan mengatasi tantangan dan memanfaatkan peluang yang teridentifikasi, Indonesia dapat lebih memperkuat kontribusinya dalam pemeliharaan perdamaian melalui keterlibatan aktif perempuan.

**Kata Kunci:** Indonesia; Perempuan penjaga perdamaian; Perempuan TNI; Tantangan, Manfaat; Peluang.

## INTRODUCTION

Indonesia is a troop-contributing country (TCC) in sending peacekeeping troops to the United Nations (UN). Based on the record, Indonesia joined the mission in 1957 by sending 559 personnel to the United Nations Iran-Iraq Military Observer Group (UNII-MOG) (Anwar, 2014). Since then, the number has increased every year, including women in the mission. In 2022, Indonesia ranked 7th in TCC, where the number of female peacekeepers also increased. Indonesian females joined peacekeeping in 1990 (Kemlu, 2020; United Nations, 2022). Indonesia could not be a passive bystander in the unfolding international order. It is stated clearly in the Preamble of the 1945 Constitution Paragraph IV that Indonesia has to participate in the world order and maintain peace and freedom. Thus, to keep this commitment in the United Nations Security Council (UNSC) in 2020, Indonesia sponsored a resolution on female personnel in UN peacekeeping missions. This resolution, resolution 2538, was the first Indonesian resolution in the UNSC. It emphasizes some points like increasing the number of female personnel in UN missions, training and capacity-building cooperation, female personnel networking and facilities, enhancing safety and security, and UN cooperation with regional organizations.

Female peacekeepers are complex and unique. Their number is limited, and many

stereotypes are attached to them. Women in the military and war have been said to not be in the proper place. They have been seen as the people who should be protected, not the ones who protect. They have been said to have worse physical conditions than their male troops.

It is important to recognize that both men and women can contribute significantly to peacebuilding efforts, and their roles can differ based on the specific needs and cultural context of a particular conflict area. Women peacekeepers often play a vital role in addressing the specific needs of women and girls in conflict areas, such as teaching about menstrual hygiene management. Yet, Women have a specific role yet it is only seen as supporting the military in peacekeeping. It is important to map the challenges of military women in peacekeeping to fulfill our commitment and improve our future. Indonesia's high number of personnel in peacekeeping and commitment to the nation and the international system needs to be proven. This research maps the Indonesia challenges, benefits, and opportunities of Indonesian women military peacekeeper while joining the peacekeeping operation. The Indonesian contribution to peacekeeping operations has broadened to include military and police observers, civilian police, and engineers. Yet, this research focuses on women in the military or TNI. The limitation is that we can easily take the data and precisely map the

females from military officers rather than analyze all of the contributors. It is expected that the findings will be right on target for policy-makers who have seen that the women's military is an important contribution to a peacekeeping operation.

Several in-depth interviews were conducted with female and male Indonesian military who joined peacekeeping operations and permanent representatives of the Republic of Indonesia in the UN. The former peacekeepers were asked the same questions, while some other questions were elaborated on in their answers. Their identities were kept anonymously. Then, library research and literature reviews are also done for data triangulation. This research reviews articles published on the theme of Indonesian women in peacekeeping operations, reports from peacekeeping operations, and some reports from the Indonesian military about troop deployment. These are used to map Indonesian females' challenges, benefits, and opportunities in peacekeeping operations.

Many articles have been published about Indonesia's peacekeeping. However, there is still a gap in Indonesia's women TNI in peacekeeping that analyses their challenges so far. In International Relations studies some publications have analyzed Indonesian peacekeeping from IR perspectives or connected them with defense diplomacy, preventive diplomacy, or peace diplomacy (Fadillah et al., 2020; Hutabarat, 2017; Pradana Adinegoro Murwanto et al., 2020; Syahputri & Pattipelo, 2018). Generally, it looked at how Indonesia increased the number of peacekeepers in peacekeeping operations and whether it benefits for national interest or not. Some others explain Indonesian women peacekeepers, but it analyses particular missions in what they were doing in the mission and explains the reason Indonesian women peacekeepers should join. For example, what has been done by Indonesian women peacekeepers in MINUSCA and UNAMID (Azizah et al., 2022; Elvianti et al., 2021). Aziza (2022) and Elvianti (2021) both explain what female peacekeeping does in a particular mission to improve gender equality awareness. Elvianti focused on female police who deploy individually. In addition,

Fadillah et al., (2020) also explained how Indonesian female peacekeepers could promote gender equality. All of the articles analyses what we expect from female peacekeepers, especially on a particular mission. Yet, we do not know what their threat is, or their challenges in fulfilling those expectations. Every mission is unique and has its objective. However, there is a country that has an identity that will continually send its female troops. Hadi & Soesilowati, (2018) explained about challenges and opportunities of Indonesian women peacekeepers but specific to UNIFIL. Their findings still argue that Women can provide softer approaches to war victims and help to promote peace in the region but they still need to be given opportunities in battle. This article did not see what women do in promoting peace by talking with victims as a core responsibility but still as supporting that the main job of peacekeepers is not so. We need to map the challenges for a further mission to be more precise and provide better female troops. Most Indonesian peacekeeping publications talk about peacekeeping operations as a whole, combining men and women. A gap could be found in a publication that explicitly analyses Indonesian peacekeeping, specifically on women TNI, in explaining their challenges, especially after Indonesian proposed resolution 2538. It is expected this article could close the gap between women and peacekeeping studies. This paper interviewed some male and female TNI who deployed to peacekeeping missions in various missions. Interviews were conducted in semi-structured which questions that had been prepared before. Participants could elaborate more about their experience working with female peacekeepers. To do triangulation, interviews also be done with one of Indonesia former representative in the UN to talk about the experience of deployment peacekeeping from Indonesia and reviewed publications related the topic.

## INDONESIA WOMEN TNI IN PEACEKEEPING OPERATION

Indonesia has sent female peacekeepers

since 1990. It could be from the police, military, or civilian police. Recently, 120 women TNI in peacekeeping operations joined the mission. They have their operations in MINUSCA, UNIFIL, and MONUSCO (United Nations, 2022). The female Indonesian army is the highest number of contributing troops, followed by the navy and air force. The highest number of female military personnel is from the army. The Navy is the most stable. Even if we do not send many troops and in 2020-2021, there was Covid-19 and the number of female troops decreased, in 2022, the number increased again as we did in 2019. It is expected that we will keep sending numerous female TNI on a peacekeeping mission in the future. However, from what we obtained from the interview, there will be no further training for deployment in the next few years. We do not have ready troops to deploy in peacekeeping operations as no training was recently held. The troops that we deployed in 2020-2022 were the ones that applied in 2019 and did their training in the next upcoming year before their deployment. Women in TNI are limited to working in military operations and peacekeeping operations. Although they are allowed to join the patrol, they can only do so in the morning until afternoon, not at night. In contrast, most of the time, the patrol is done by male peacekeepers. Female peacekeepers mostly occupy the peacebuilding field, providing medical services, being interpreters, computer analysts, handling chemicals, etc. Before their deployment, this competency was there in their unit.

### The Challenges

After data collection and interviews, some challenges can be found in the Indonesian female peacekeeper. First is communication. Before deploying its troops, Indonesia has peacekeeping training to prepare the troops for peacekeeping operations. Here and before, the personnel should prepare the international language or English. During the selection process, the supervisor will ask about their English language skills while submitting their document. In the departure training, they also get this training. Language

is not a barrier in terms of requirements for Indonesian women TNI peacekeepers. However, how does language still become a barrier? Language becomes a challenge when it comes to communicating with other personnel in peacekeeping or with civilians in the area of operation. Most Indonesian females in peacekeeping are stationed in military support, where they have to communicate informally with civilians, such as in health, victim communication, and others. They can communicate with other peacekeepers from different countries using English. However, the daily English will differ from the formal communication they prepared for the deployment training. Speaking with other personnel from different countries who assume they have fluent English sometimes makes them shy and hesitant to speak more. As a result, they do not exercise much in their English and limit their network. Other situations would be using informal English, slang, and accents from other peacekeeping members, which sometimes is difficult for Indonesian females to catch up with. Again, sometimes they feel too lazy to speak or find it hard to understand the meaning of their counterpart's communication. Other challenges in the language would be peacekeeping operations stationed in rural areas where not all of the citizens affected by conflict can speak fluent English. Sometimes their shared language is not English or Arabic, and they do not use formal Arabic as learned by many Indonesians. Again, it results in language barriers in how to communicate daily. Not all Indonesians face this problem. High-ranking officers who deploy to peacekeeping or join the mission more than once have adopted this situation and can communicate better in many ways. Sometimes, this officer tries to interpret the meaning of their communication for their colleague. An alternative has been given in peacekeeping operations where Indonesia was contributing. Some officers from the Indonesian embassy were trained as peacekeepers and given some rank in the military. Their responsibility was an interpreter since there was no interpreter among the contributing troops to assist the operation. Understanding communication is important

for women due to their responsibility more related to communication. They have to talk with women and girls who are victims, understand their stories and be able to provide at least simple treatment for them (Jennings, 2011). They have to be role models for some girls that being a woman is not a burden in your life as you can be anyone in the future, doctor, journalism, teacher or other, how they can do all, making effective communication if they only understand English but fewer skills on intercultural communication where their English could be much useful. One of our interviewees said that

“It is not easy for me to explain everything to local people. I have to pay full attention to understand their story and choose an appropriate word to make them understand that sometimes I still cannot find a proper word. Our culture with them is totally different. Maybe we do not have a certain word in our culture where they have. Explaining to them some medical words that they understand is challenging. They mixed with their local language when spoke to me. It makes me feel a loss for the first time. “

Besides communication, the Indonesian female military needs to improve some skills related to technology and appliances. they said women and men have different housing. They do not how to fix small appliances like maintenance air conditioning resulting in asking other contingents to fix them based on friendship. Although seen to be simple, these skills are needed. Females also have to adapt to the latest technology that does not use in Indonesia.

The next challenge regarding female capabilities is a female mental health condition. Before deployment, many things come to the female mind. Starting from leaving their dependents. They think about how their children will survive and grow without their attendance, whether they will miss the golden age of their children's growth, and will their family still stay together or not. Female peacekeepers are only able to talk about these worries with other females. They cannot talk or consult what they feel in-depth. As a result, during the operation

when meeting children, they feel and miss their family. There is no facility in Indonesia recently to allow female peacekeepers to bring their dependents. To conclude, relating to their mission and responsibility mostly about communication with women and girl, Indonesian women female needs to improve their skills in interpersonal and intercultural communication, not just in formal English, understanding of survival, and military technology, but daily technology commonly use.

The second challenge is unconsciousness bias, which could be from their male counterpart and civilian in the mission area. This bias is not about the assumption women has less capacity and ability than man. Thinking that male is much stronger and more fit in war situation than women. The bias from their male would like military support job is assumed as easy job and women to deserve a better situation than being involved in a war. They should be much more appreciated by do not put them in the area of conflict and difficult situations. Therefore. Even though in the deployment physically the interviewees believe their female partner has the same strength and ability to do physical activities as the male, they do not think women should be put in the situation. Some interviewee acknowledges that female peacekeepers have the capability that cannot belong to male peacekeepers. They said women are much more needed than us in building peace and making peacekeeping effective. Women can talk to women in-depth and openly, especially on some topics that males cannot talk about. Yet, some males still think the female's responsibility is less important due to cannot be seen the effect of it directly and it takes time to see the result from the advocacy or changing behaviour of the victims of war.

----“from the departure training we do not take discrimination between male and female peacekeepers. We do our own responsibility and commit to it. As a male peacekeeper, I have to join military operation day and night using complete equipment and feel marvelous. I pride myself on it when looking at my female counterparts. I don't think they will do it. But in a mission, I realize how important they are.

I know military tactics, know how to combat and survive and secure the victim. In a mission, I cannot explain how to use/ wear a sanitary pad to the civilians and victims. How to do so as a male. Even we do not know how to use it. On the other hand, female peacekeepers, are able to do so easily. At that moment, I have mixed feeling and experience. This is not my weapon and the instrument which bring peace and turn the life of victims from war to peace. Yet, what females do with their communication, their care, their attention bring the peace.”

Another bias from civilians in the mission area. They think women peacekeepers are not the real military. They just support staff that help the military unit. Sometimes they have less respect for the women and do not see them as they see the male’s military. The biggest bias could be from their female counterpart. From the interviewee, it concludes that females feel threat by other female counterparts as they take some higher positions. Many bad assumptions in their mind and many bad gossips also spread that also burden them to do further action because of afraid to be seen as an attention seeker and want to get a promotion.

The third challenge is an organizational culture in the military dramatically influences how women’s troops perceive the TNI. Their numbers are not comparable to the male troops, and the small number who occupy strategic positions makes them tend to be considered leaders who are not capable enough when they become leaders on a mission. Even though they formally respect their female commanders, their sense of comfort and belief in women’s leadership abilities is not the same as that of male leaders. TNI women who decide to become peacekeepers also have several additional requirements informally, such as permission from their family or husband, which is unnecessary for the male troops before leaving for peace missions. In line with this, there is no clear policy and implementation regarding the protection and sustainability of families such as children of the female TNI troops. Suppose they have children at an early age. In that case, they will be less likely to volunteer to join peacekeeping

missions to see their children grow and develop.

### **Benefit and Opportunities**

Sending peacekeeping missions and increasing the number of women in the mission brings benefits from the personnel to the state. Women who join peacekeeping missions can obtain several benefits such as enlarging their connections and network. They can meet other troops from other countries. Exchange their experience and build strong relations with each other. From some of our interviews, they said that they keep their connection and network from peacekeeping missions. They often change any information related to self-development or join the training. Sometimes they pay a visit if possible. They are also able to know other cultures more than Indonesia. it brings benefits to their family after finishing the operation keep connecting with other female peacekeepers they learn about parenting in other countries and how to keep in touch with children with their careers based on lessons learned each other.

It also increases nationalism and patriotism. They feel great living in Indonesia that so diverse and has conflicts that are not like they face in the mission. They feel Indonesia is so rich with cuisine and culture and they bless for that as Indonesian cuisine sometimes is used on some informal occasions to bring togetherness between civilians, they protected and other personnel in the troops. Before like their male counterpart, peace could be achieved through military operations while women only as supporting in the operation. Unfortunately, they actually bring peace and should change the mind of the victim.

Financial benefits also become the benefit of the individual. As their salary is standardized base on the united nation’s troops and they are paid in Dollars as a global currency, when they collect the payment and convert it to Indonesian Rupiah, they obtain quite a lot of financial benefits. They can save a big portion of their salary during the mission to build a better life for their family. Some of our

interviewees said that they could build their dream house and enroll their children on their favorite school. Further, as of 2021, there is no further deployment, troops that have been deployed before have to extend their contact, and they obtain a financial benefit.

“Having an additional income is beneficial for my family, I can secure some long targets for my children as now we have financial stability which I obtained from the peacekeeping. Now sending my child to a reputable school is not a dream”. Additional income for women is beneficial for the family. They do not use the financial benefit for them self but family comes first.

In terms of skills, by joining the peacekeeping mission, the female said they could exercise their language skills, leadership skills, and time management especially and adapt to the latest technology. After coming back from a peacekeeping mission, they tend to be more confident in exercising their English, confident in communicating even using some slang. Time management is most of the lessons they learn. Although their background in the military with high value of discipline, working with other contingents and keeping their timing their valuable lesson. Strict to the time if not there is a negative consequence they have to face. For example, leave behind by their troops, miss some important agenda and so on. They also become confident once they promote to higher ranks and positions once back to their unit as they feel, they have international experience which is uncommon by personnel in their unit.

Deployment of peacekeeping missions to other countries also brings benefits to the nation. First, it can increase national self-defense and adopt the latest technology both in military support and military operation. In the military operation, the troops can adapt to the latest technology used in the field like tank technology. Sometimes, after a mission, there is purchasing of the country to the other countries that use the technology in the mission. Meanwhile deploying peacekeeping missions also can be a promotion of the country about their technology. For example, when Indonesia joined Ethiopia in

a mission, Indonesia used panzer anoa which was then adopted by Ethiopia in their military technology. In the military support, they learn about archival better with technology and use indexing to organize the book or make health report in the system. From self-defense, much female personnel learn how to counter the rebellion group and improve their national defense. The military strategy in the military operation becomes a lesson learned from the troops after the mission they report to the Indonesian military as an input to the military defense. For self-defense and increase nationalism, women become more feel the need of them to defense their country and they should take the part rather than think of themselves only just as a supporting unit.

Sending peacekeeping troops from Indonesia also will implement the Indonesian constitution of 1945 and the commitment to global peace and freedom. As stated in the preambles, Indonesia is committed to carrying out a world order based on freedom, eternal peace and social justice. This indicates Indonesia’s commitment not only to preserving its own national freedom but also to global freedom. Not many states have this commitment that is stated clearly in their constitution. Indonesian cannot choose the mission but will serve in any area where the conflict exists and there is a mandate from the United Nations to send the troops there. Although Indonesia has its unique identity, like democratic countries, and has a majority population of Muslims, it will not restrict Indonesia’s commitment to preserving global freedom and peace.

The benefit also lay in the international. It cannot be denied that the biggest potential of Indonesia supporting female peacekeeping in the United Nations mission brings a higher position of Indonesia the international system. Resolution 2538 launched in 2020 about female peacekeepers as part of Indonesia’s peace diplomacy was Indonesia’s first resolution initiated by Indonesia as long as Indonesia join in the UN specifically in the security council. This resolution is then co-sponsored by all UNSC members or 97 member states. Thus, Indonesia’s attention to female peacekeepers as part of

peace diplomacy become Indonesia's first initiation resolution and record in Indonesian history. While it has much support from a large number of countries. This resolution does not only increase the Indonesian image internationally. It also brings other benefits to higher positions in Indonesia. This resolution becomes Indonesia's additional value to obtain the position of a non-permanent member of the UNSC while compared to the Maldives. In 2020 Indonesia initiated to become a non-permanent member of UNSC again while before Indonesia had been one of the members. During the year, Maldives also nominate the country to become a member. In the beginning, the Maldives had big support and the condition of Maldives compared to Indonesia is quite the same, while Maldives could head one point as the country has never been a non-permanent member of UNSC.

## CONCLUSION AND RECOMMENDATION

To conclude, the major challenges faced by Indonesian females are perception or bias, cultural communication, and interpersonal and cultural communication. The perception of the female officers about the mission area and their imagination about the area is different from Indonesia. Their perception about leaving their family and how their children will grow without them. The bad perception is also from the male colleague who assumes women should not handle work that requires much energy and think of masculine work like joining a military operation or going to war. They acknowledge that females can do as they can, they have the same physical fit condition, and women also have strong physical. However, the male thinks women should not deserve the war zone. The citizen of the mission area also thinks of female officers only as support to give semi-comfort to the people. They do not understand war so they are assumed the female military is a second-class military. Only be used for consultation, post-war conflict, and so on. Being able to communicate in-depth and understand the culture of people in operation is essential to support their re-

sponsibility of making peacekeeping effective. Unable to understand the culture, cannot talk, feeling shy and not connected will make female peacekeepers only like someone doing a procedural job not trying to give comfort and build confidence again to women and girls to reestablish their lives again after the war.

The benefit of sending the female military to peacekeeping range from international to personal. The high benefit is national as it will increase the defence strategy of the nations, proving Indonesia's commitment to preserving global order, peace, and freedom. Increase the nationality, develop national military technology and strengthen military and national security. There are some opportunities to enlarge the role of the Indonesian female military in peacekeeping, especially in peacebuilding. The female military familiar with TNI manunggal membangun Desa allowed them to build again the area where the war was. When many women and children are victims of war and in need, being more comfortable talking with women about what they are going through makes the presence of female military personnel on peace missions all the more necessary. This is also supported by the culture and customs in Indonesia that women talk more to each other and talk about many things with each other.

For further research, it is recommended to compare Indonesian female police and the female military to analyse if there are any challenges faced by the female from organisational culture, different roles in the peacekeeping mission and so on. So it could specifically write a recommendation and specifically targeted. There should be a gender advisor in the military division. The advisor could and could not be a woman. The male military officer could be the gender advisor who can give advice to the male military has supposed to treat their female military colleague in proper ways without giving consciousness bias to them. There should be a slight change in the organisational culture in the Indonesian military in how they see female officers. Female officers should be given the same chance as men to be positioned in some strategies military rank or position because of their female ability not because of the assumption that we should have female offi-



cers in our rank because we do not have so far to prove we are friendly to the female that this situation create jealousy to the male military as their colleague and assume women cannot be a good leader and lead a high military officer because their position is obtained from just to meet the quota to make as if we have female military in high rank. As a side effect, their colleagues pay less respect to females and are also imitated by the low-rank military.

### Recomendation

It is necessary to increase the capacity of TNI women troops, which do not only focus on the ability to improve language and basic combat skills. However, international relations need to be improved by increasing the ability to build relationships, leadership, managerial, cultural understanding, intercultural communication and survival skills. In terms of language skills, TNI female troops should be equipped not only with English, but also how to use it to communicate with other soldiers during missions and understand a little of the local language where peace missions will be carried out to facilitate work on peacebuilding for women and children. In terms of technological capability, TNI women troops must also be equipped with the ability to use technology used by other countries and have the ability to maintain equipment, such as maintaining daily used tools such as water heaters, refrigerators and others who no longer ask for help from troops. Other countries on the basis of friendship because of the lack of capacity for these technical matters. It is very important to add managerial and leadership capabilities to show that female TNI troops in strategic positions can be trusted to be leaders and eliminate doubts from the troops. The ability to build relationships and analysts is also needed so that female TNI troops can easily mingle with other troops, make it easier to carry out tasks for victim management and make it easier to read Standard Operating Procedures (SOP) and Rule of Engagement (ROE). In terms of carrying out their duties, each soldier is obliged to know and understand that each peacekeeping force mission has a different SOP and ROE adapted to the type of

conflict and the situation in the area or area where the conflict occurs. This limitation is due to the limited time for preparing the Task Force and the composition of personnel who make up the Task Force from various units, so it takes time to share perceptions and levels of ability in understanding together as an SOP and ROE unit that will be implemented in the AOR (Area Of Responsible). Increasing managerial, leadership, and relationship skills will help with the second challenge regarding perceptions of women's troops.

Military organizations should have gender advisors who can provide an overview to troops, both male and female, of the importance of the role of female TNI troops in roles outside of combatants so that they are no longer interpreted as supporting or supporting troops but have jobs that are no less important. This division is also expected to minimize the bias of male troops that female troops must be protected and should not be given jobs that are considered masculine and rough because, physically and physically, they have the same abilities. The gender advisor does not have to be a woman. Male personnel with strategic ranks and positions are expected to take an important role in this position to become role models for other personnel on how they perceive female troops. It is expected to dispel doubts among other male personnel regarding female leadership in the military. It is hoped that the existence of this gender advisor can help change the military's organizational culture, which no longer places women as supporting troops or as quota fulfilment where there must be women to be seen as military-friendly to women and others.

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