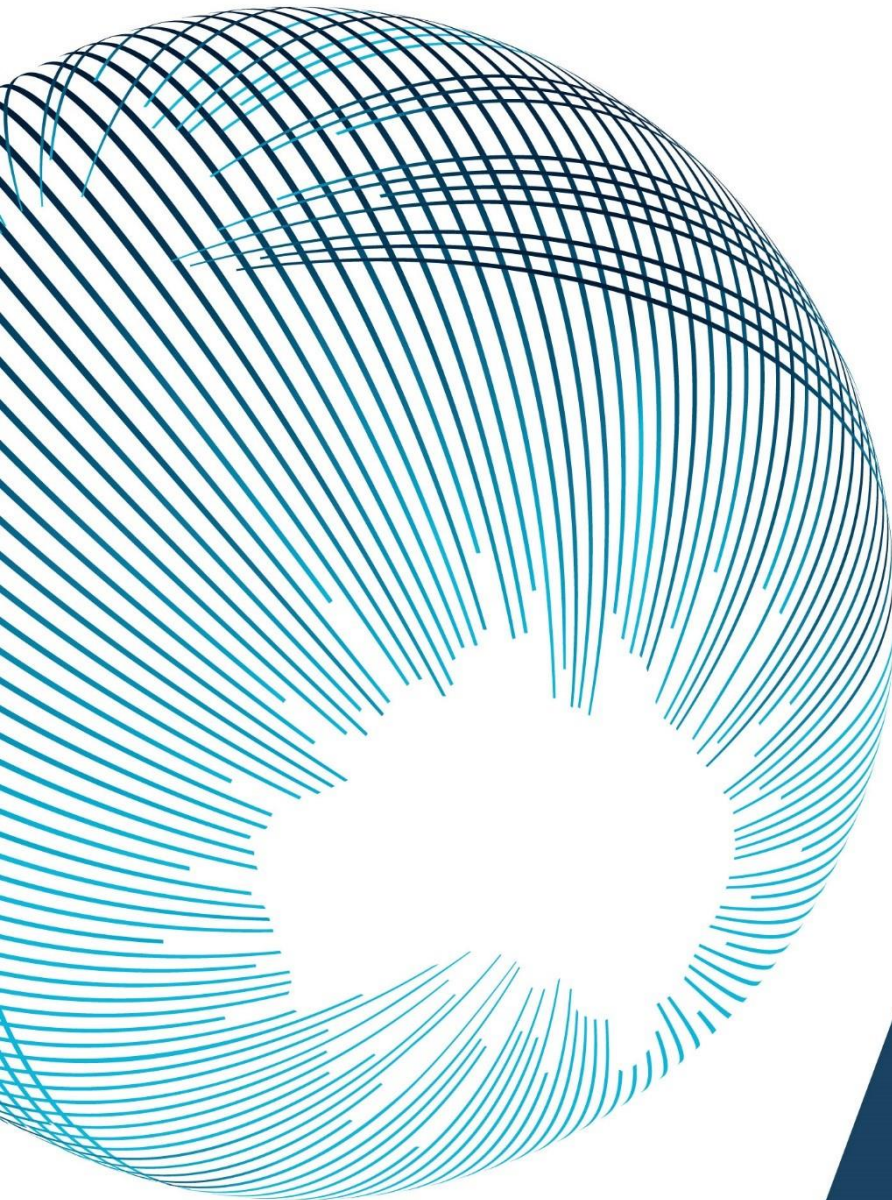




Australia Awards

Australia Awards in Indonesia  
Short Term Award – concept  
paper  
Women in Leadership in the  
Security Sector



## Course Name

### **Women in Leadership in the Security Sector**

#### Course background and objectives

Indonesia's Foreign Minister, Retno Marsudi, and Australia's Foreign Minister, Marise Payne, are both champions of the Women, Peace and Security agenda. Both have noted the importance of women's active participation in security agencies and in security-related public service roles to help advance this objective. In Australia and Indonesia, a number of agencies have expressed commitment to increasing women's participation and to ensuring career paths so that women are able to reach senior levels. However, both countries have faced challenges in achieving this objective.

This short course aims to bring together officials and practitioners from across Indonesian security-related agencies to meet Australian counterparts and experts. The course will provide the chance to exchange lessons learned and best practice for enhancing female participation. The course serves as a dialogue for exchanging knowledge and context-specific practices in Australia and Indonesia. Both women and men are welcome to participate – as long as they are actively working towards enhancing women's participation within their respective organisations.

Indonesia's commitment was reflected in a keynote address by Retno Marsudi on 22 October 2020, when she said, "women must be considered as not only an object of peace but also a subject who can contribute to peace", She also noted the struggle for women's participation has not been easy due to cultural challenges, as well as structural obstacles and said Indonesia had engaged in serious efforts to create a conducive and inclusive environment for women's participation.

Minister Retno has also initiated the establishment of the Southeast Asian Network of Women Peace Negotiators and Mediators which seeks to advance the inclusion and meaningful participation of women as negotiators and mediators in all phases of conflict resolution and peace processes.

Australia's Minister for Foreign Affairs and Minister for Women, Marise Payne, said in her address to the Bali Democracy Forum in December 2019, "enabling women's full and meaningful participation is fundamental to preventing conflict and achieving global peace and stability". She also highlighted the importance of women's representation in positions of leadership and influence as fundamental to achieving gender equality and mentioned practical efforts underway in Australia, including the gender equality strategy by the Australian Public Service Commission.

Two key security organisations in Indonesia, the Indonesian National Armed Forces (TNI) and the Indonesian National Police (Polri) have engaged in efforts to include more female officers. For example, former chief of Polri, General Tito Karnavian, established a target of 20% female representation. Nonetheless, female officers remain a fairly small proportion of overall numbers. Indonesia is committed to increasing the number of female peacekeepers [as at September 2020, 158 of 2840 deployed peacekeepers were female] and increasing enhancing the gender sensitivity in peacekeeping training.

Civilian public service agencies in security related areas are also looking to support women's career development, but like their Australian counterparts, this is still a work in progress.

This course will support the efforts of the Indonesian security sector to increase women's participation and leadership by sharing and benchmarking Australian strategies. It will combine expertise from academic institutions with the practical policies and experience of Australian agencies.

This course will be delivered online. The course consists of a 3-day online pre-course workshop, an online course delivered over a 5-8-week period including 2-3 half-day online sessions per week and additional group work on Award Projects. The post-course workshop will be delivered in May or June 2022.

As part of the program the participants will have the opportunity to meet virtually with Australian government agencies and women leaders in the security sector. The participants are expected to develop Award Projects, development projects that will contribute to their organisation's efforts to promote women's career advancement and disseminate the learnings from the course in their organisations.

This course is mainly targeted at GOI officials and practitioners at all levels in the targeted agencies who are involved in increasing women's participation and improving women's leadership opportunities in the security sector. The course also aims to improve inter-agency collaboration in developing pathways for women to move to leadership positions as well as the facilitate the capacity building in reducing barriers to women's full participation and leadership in Indonesia. It will include open and interactive discussions for participants and facilitators to exchange lesson-learned and best practices, primarily on the obstacles women face in attaining leadership positions.

The following learning objectives will be further refined in consultations with the Australian Embassy in Jakarta and selected Indonesian government ministries. The objectives will be finalised during the pre-course workshop to match participants' individual learning objectives.

Indonesian government agencies will be invited to deliver sessions at the pre and post-course workshops so that participants have a broader sense of efforts and initiatives underway in Indonesia.

The learning objectives of the course are participants' improved skills and ability to:

- Benchmark strategies to attract women into the security sector
- Identify and develop policies, regulations and guidelines that increase women's participation and promotion to leadership roles (incl. affirmative action)
- Identify lessons learned and best practices from the Australian agencies' efforts to ensure greater representation of women at all levels of their organisation
- Explore pathways for women in Australian government agencies and discuss the suitability of different approaches to the Indonesian context
- Explore change management drivers and initiatives in Australian agencies
- Identify ways to create champions for change in women's participation and leadership
- Benchmark diversity policies and programs, corporate policies
- Formulate policy recommendation on mainstreaming gender perspective
- Develop a toolkit of ideas to help drive change in the participants' organisations (Award Project)

To achieve these outcomes, the proposed course offers a structured learning process for participants by utilising a range of learning methodologies:

- Online lectures and virtual classroom sessions
- Case studies
- Virtual site visits to Australian government (state and federal) agencies, private sector, professional associations and other relevant agencies
- Workshops, discussion, and planning sessions
- Simulations and role plays
- Virtual networking events (TBC)

- Award Project model used across all Australia Awards in Indonesia Short Term Awards (participants develop a project, conduct required analyses, present the project at pre-course workshop, further develop the project during the 5-8-week online course and present the implemented project at the post-course workshop)

## Dates and location

This course will be delivered online. The course consists of a 3-day online pre-course workshop, an online course delivered over a 5-8-week period including 2-3 half-day online sessions per week and additional group work on Award Projects. The post-course workshop will be delivered in May or June 2022. The proposed schedule is:

- Pre-course workshop: February 2022
- Online course over 5-8 weeks in March-April 2022 (consisting of 2-3 x 3-4-hour online sessions + individual/group work per week)
- Post-course workshop in May/June 2022

The course provider will be selected through an open tender process.

Activity	Responsible	Indicative deadline	
1	Consultations with the Australian Embassy Jakarta and the selected Indonesian agencies	Australia Awards in Indonesia	Completed in October 2021
2	Finalise the learning outcomes	Australia Awards in Indonesia	October 2021
3	Promotions, applications, participant selection, incl. interviews	Australia Awards in Indonesia	November-December 2021
4	Release a Request for Tender to determine the provider	Australia Awards in Indonesia	October-November 2021
5	Select preferred tenderer and develop course program in collaboration with the selected course provider	Course provider determined by an open tender process, input from the Australian Embassy in Jakarta and Australia Awards in Indonesia	December 2021
6	Identify Award Project topics	Participants (with sign off from their organisations)	January 2022
7	Online pre-course workshop	Australia Awards in Indonesia	February 2022
8	Course delivery	Course Provider with some M&E from Australia Awards	March-April 2022
9	Post-course workshop and Award Project presentations	Course provider and Australia Awards in Indonesia	May/June 2022
10	Reporting	Course provider with input from the Australia Awards in Indonesia. Once approved, the report is provided to the Australian Embassy in	July 2022

Activity	Responsible	Indicative deadline
	Jakarta and key Gol ministries	

## Participants

The course will be offered to up to 30 participants from:

- 1) Indonesian National Police (Polri)
- 2) Civil servants from the Ministry of Defence (Kemhan) and members of Indonesian National Armed Forces (TNI)
- 3) Ministry of Foreign Affairs (Kemlu)
- 4) Coordinating Ministry for Political, Legal and Security Affairs (Polhukam)
- 5) National Agency for Combating Terrorism (BNPT)
- 6) DG of Immigration (Imigrasi)
- 7) Ministry of Marine Affairs and Fisheries (KKP)
- 8) Coordinating Ministry of Maritime Affairs and Investments (Kemenko Marinvest)
- 9) Indonesian Maritime Security Agency (Bakamla)
- 10) Ministry for Women's Empowerment and Child Protection
- 11) Coordinating Ministry of Human Development and Culture (Kemenko PMK)
- 12) DG of Corrections
- 13) the National Cyber and Crypto Agency (BSSN)
- 14) Indonesian State Intelligence Agency (BIN)
- 15) Armed Forces Strategic Intelligence Agency (BAIS)
- 16) National Commission on Violence Against Women (Komnas Perempuan)
- 17) The House of Representatives (DPR): Commission I/II/VII
- 18) Universities
- 19) Civil Society Organisations

Course participant profile:

- Staff to Echelon II level or equivalent structure under organisations/universities
- Preferably bachelor's degree (not a mandatory requirement)
- Participant selection is endorsed by the supervisor
- Commitment to prepare and implement an Award Project, an individual or small group development project as part of the course
- Commitment to engage actively and foster networks with multiple stakeholders
- Commitment to disseminate learning from the course with colleagues and peers
- Applicants are expected to have professional working proficiency in English. The applicants' English language competency is part of the selection process. The assessment of language competency is based on a phone interview and any additional evidence provided by the applicant (proof of studies or living in an English-speaking country, working in an English-speaking environment, completion of studies in English, language courses or language tests)
- Participants will be selected through a competitive process whereby applicants submit:
  - (1) Responses to selection criteria (3-4 questions)
  - (2) CV outlining their roles and responsibilities in the sector
- Women and people with a disability are strongly encouraged to apply

To be eligible, all participants must:

- be a minimum of 18 years of age at the time of commencing the Short Term Award (STA);
- not have Australian permanent residence status or be applying for permanent residency;
- be a citizen of and residing in Indonesia;

- not be married or engaged to, or be a de facto of a person who holds, or is eligible to hold, Australian or New Zealand citizenship or permanent residency;
- have been working in Indonesia and in an area relevant to the STA preceding the date of the proposed commencement of the STA;
- be able to participate in the nominated STA activities at the time and for the duration proposed by Australia Awards;

Gender equity will be a consideration and encouraged but not a constraint, given that participants are selected by position and position responsibilities. Australia Awards will convene an independent selection panel to review applications and select participants based on merit against the above participant profile.

## Monitoring and evaluation

- A pre-course training needs analysis will be undertaken for monitoring and evaluation and quality purposes.
- The course will be monitored and evaluated using the Kirkpatrick four-level evaluation model on which to base decisions regarding training effectiveness. This model involves four levels of assessment, with each prior level serving as a base for the next level's evaluation. Thus, each successive level represents a more precise measure of the effectiveness of the training program.
- The first level measures participant satisfaction with the training provided; the second evaluates the extent to which a student has advanced in skills, knowledge and/or attitude; the third level measures the transfer that has occurred in learners' behaviour due to the training program; and the fourth and final level measures the success of the program in terms of results.

## Course assessment

- As part of the course, participants will plan and implement an Award Project. The topic of the project is approved by the supervisor. During the program there will be regular review and integration sessions to make sure that the content and processes of the program are meeting the learning needs and the development of the Project.
- In the weeks following the course participants will formally report back on the progress of their Award Projects.

## Practical arrangements

### Language support

- The course material will be made available in English
- It is recommended that interpretation or language assistance is **not** provided



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