2025



Concept Note
INDONESIAN PEACEBUILDING INSTITUTE (IPI)

MINISTRY OF NATIONAL DEVELOPMENT PLANNING
MINISTRY OF FOREIGN AFFAIRS
PADJADJARAN UNIVERSITY

Executive Summary

Indonesia aims to develop a structured civilian peacekeeping to complement its strong history of uniformed peacekeeping contributions. While Indonesia has extensive experience in conflict resolution and has sent uniformed personnel to UN missions, its civilian peacekeeping efforts needs to be further developed. This initiative, led by the Ministry of National Development Planning / National Development Planning Agency and the Ministry of Foreign Affairs, and implemented by the Padjadjaran University, seeks to build a sustainable civilian peacekeeping framework through capacity development, training, certification, and deployment. The initiative aligns with Indonesia's diplomatic, economic, and social goals, including enhancing its global peacekeeping role, creating professional opportunities, and promoting women's leadership in peacebuilding.

Over three years, with an estimated budget of USD 4.4 million, the initiative will be implemented by the Peacebuilding Study Centre which aims to integrate research, teaching, and practice by surveying global best practices, Southeast Asian experiences, and Indonesia's indigenous approaches from a Global South perspective; build partnerships and co-learning with more advanced institutions; and deliver steady outputs—peer-reviewed publications, public lectures, and visiting fellowships—while directly supporting civilian peacekeeper training. Complementing this, the Civilian Peacekeepers Training Centre will establish a sustainable framework for training, certification, and deployment that complements Indonesia's long-standing contribution of uniformed personnel to UN missions, advances medium- and long-term goals of enhancing the country's global role, expanding professional opportunities, and promoting women's leadership; it will initially prioritize participants from Southeast Asia while remaining open to wider cross-regional collaboration—thereby creating an integrated pipeline from knowledge production to field deployment.

Implementation will proceed over three years in three phases. For the Peacebuilding Study Centre: Phase I (Mobilisation & Inception) sets short-, medium-, and long-term research agendas, maps publication channels, and identifies partner institutions; Phase II (Implementation & Execution) launches research programmes, formalises collaborations with national and international partners, and initiates publications; Phase III (Engagement & Sustainability) expands the research network, pilots exchange programmes, and hosts visiting fellows. For the Civilian Peacekeepers Training Centre: Phase I develops a roadmap and conducts a capacity-needs assessment; Phase II designs competency-based curricula, recruits cohorts, delivers training, administers certification, and builds a deployable roster; Phase III consolidates stakeholder engagement and operational partnerships with UN and regional mechanisms to enable deployment of Indonesian civilian peacekeepers.

Background

From Garuda troops to civilian peacekeepers, Indonesia is paving the way to become a global hub for peace.

Indonesia has extensive experience in conflict resolution and stands among the top contributors of uniformed personnel to UN peacekeeping missions. Indonesia has also demonstrated its commitment to peacebuilding through several terms as a non-permanent member of the UN Security Council, most recently during 2019–2020. Indonesia is now gearing up for another term as a non-permanent member for the 2029–2030 period.

Indonesia is among the most active contributors to UN peacekeeping operations. Since 1957, Indonesia has deployed 27 Garuda peacekeeping contingents to conflict zones worldwide. In 2012, Indonesia established the Peacekeeping Mission Training Centre (Indonesian Peace and Security Centre – IPSC) in Sentul, West Java, operated by the TNI (Indonesian Armed Forces). It offered it as a regional training hub for peacekeeping missions in the Asia-Pacific. Additionally, since 2008, Indonesia has contributed Formed Police Units (FPUs) mainly to two UN peacekeeping operations—UNAMID in Sudan and MINUSCA in the Central African Republic. The Indonesian Police has also established a Police Peacekeeping Centre in South Tangerang, Banten, serving as a command and training post for FPUs.

Indonesia's commitment to advancing global peace and solidarity is reflected in the national priorities outlined in the 2025–2029 National Medium-Term Development Plan (RPJMN). Among these priorities are efforts to enhance Indonesia's role as a key contributor to United Nations Peacekeeping Missions (MPP PBB). The outcome of this sustained commitment is evident in Indonesia's continued standing among the top ten contributing countries to UN peacekeeping missions. In 2024, Indonesia ranked fifth among uniformed personnel contributions to UN peacekeeping missions, improving by one position from the previous year.

However, despite Indonesia's long-standing and well-developed contributions of uniformed personnel to UN Peacekeeping Operations, the country has yet to develop its civilian peacekeeping capacity systematically. Contemporary UN peacekeeping operations have increasingly civilian dimensions, and many missions are shifting toward peacebuilding measures.

According to the UN Department of Peace Operations' most recent publication, The Future of Peacekeeping: New Models and Related Capabilities (October 2024), about half of the future dimensions of peacekeeping are unmistakably civilian in nature. Several Indonesians have already participated in civilian roles within UN peacekeeping operations and other post-conflict support initiatives. However, their involvement has so far been on a personal basis or through various Indonesian NGOs. It indicates that the potential for further development of Indonesia's civilian peacekeeping capacity is clearly present.

The Government of Indonesia is now advancing a strategic initiative to expand and systematise its contribution to global peacebuilding, with an emphasis on strengthening civilian engagement in international peacekeeping efforts. This initiative is being consolidated under the establishment of the Indonesian Peacebuilding Institute (IPI), a collaborative platform designed to institutionalise Indonesia's experience and leadership in this field.

The Institute will house a Peacebuilding Study Centre that develops approaches rooted in Indonesian and Global South experiences and draws on international best practices. It will also run a civilian peacekeeper training programme to complement uniformed contributions. The IPI is envisioned to operate at a regional level, with the long-term goal of becoming a centre of excellence for peacebuilding in the Global South.



The Indonesian Peacebuilding Institute

The Institute carries out two missions implemented by two centres:



01

Peacebuilding Study Centre

The Centre will explore global best practices, Southeast Asian experiences, and Indonesia's indigenous approaches to peacebuilding, with a focus on Global South perspectives. In doing so, the Centre also opens for partnership and co-learning with like-minded institutions from countries that are more advanced in peacebuilding. The Centre will attempt to achieve these objectives through regular publications (journal, books, monographs), public lectures, visiting fellowships, as well providing support for the training of the civilian peacekeepers.

02

Civilian Peacekeepers Training Centre

To complement its long-standing contribution of uniformed personnel to UN peacekeeping operations, Indonesia seeks to consolidate the country's civilian peacekeeping capacity through a sustainable framework of training, certification, and deployment, structured around a tiered curriculum: regular training on the Overview of UN Peacekeeping (principles, legal framework, mission architecture, and working with partners); in-depth training on Mandates and Priorities (human rights; protection of civilians and children; prevention of conflict-related sexual violence; Women, Peace and Security; climate–security; and strategic communication, including integrated case studies); and tailored-made training for the Individual Peacekeeper (UN values and conduct, prevention of sexual exploitation and abuse, environmental responsibilities, personal safety and security, stress management, health, and emergency first aid, culminating in certification and roster inclusion). This initiative supports Indonesia's long- and medium-term objectives to enhance its global peacekeeping role, create professional opportunities, and promote women's leadership in peacebuilding. The training facility will initially prioritise participants from Southeast Asia and remains open to wider collaboration across regions.

Phases of Implementation

Over a three-year development stage, the Institute—through its twin pillars, the Peacebuilding Study Centre (PSC) and the Civilian Peacekeepers Training Centre (CPTC)—will advance in three integrated phases. Phase I (Mobilisation and Inception) aligns PSC and CPTC start-up tasks: the PSC sets short-, medium-, and long-term research agendas, maps appropriate publication channels, and identifies partner organisations; in parallel, the CPTC completes road-mapping and a capacity-development needs assessment for civilian peacekeeping training, while engaging initial stakeholders for potential training partnerships. Phase II (Implementation and Execution) synchronises delivery: the PSC implements research programmes, deepens collaboration with national and international research partners, and initiates publications; the CPTC develops competency-based training modules from the needs assessment, identifies and trains participants, conducts certification, and builds a deployable roster. Phase III (Engagement and Sustainability) consolidates external linkages and readiness: the PSC expands its study network, launches exchange programmes, and hosts visiting fellowships; the CPTC conducts structured communication and engagement with peacekeeping-operations stakeholders to coordinate the eventual deployment of Indonesian civilian peacekeepers across various theatres.

Sustainability Plan

Beyond the initial three years, Phase IV (Career Pathways & Reintegration) establishes clear career pathways for civilian peacekeepers and PSC researchers, creates reintegration and knowledge-transfer mechanisms for returning personnel into national and local institutions, and builds an alumni network to strengthen peer learning and practice exchange. Phase V (Institutionalisation & Sustainability) secures multi-year funding streams (including cost-sharing and donor partnerships), pursues accreditation/recognition of the Institute as a regional/international training-and-research hub, maintains continuous curriculum and research-agenda updates in line with evolving mandates, and develops a pool of certified trainers via a Training-of-Trainers (ToT) model.

Phases of Implementation

	Peacebuilding Study Centre	Civilian Peacekeepers Training Centre
Phase I	• Create a roadmap and set research agendas. • Develop a research programme implementation plan. • Identify potential research organisation partners.	• Road map development for Civilian Peacekeeping Training. • Capacity development needs assessment. • Initial stakeholders engagement for potential training partnership • Establish a governance & institutional framework (legal, administrative, and budget support for long-term sustainability).
Phase II	• Execute the research programmes as planned. • Form partnerships with national and international research organisations. • Start publishing policy briefs, peer-reviewed articles, and monographs.	• Development of Training Modules based on the capacity assessment. • Participant Identification and Training by ensuring relevance and diversity. • Certification and Roster Development for the basis of civilian peacekeepers deployment • Establish partnership with international training centres (e.g., UN, regional centres) to align standards.
Phase III	• Develop the research network through exchange and visitingfellowship programmes. • Evaluate the research agenda's implementation for future initiatives.	• Communication and engagement with the peacekeeping operations stakeholders to coordinate eventual deployment of Indonesian civilian peacekeepers to support various PKOs
Phase IV	• Define career pathways for civilian peacekeepers and PSC researchers (analyst, trainer, planner, field officer). • Establish reintegration and knowledge-transfer mechanisms for returning peacekeepers into national/local institutions. • Build an alumni network to strengthen peer learning, mentoring, and experience-sharing.	
Phase V	• Secure dedicated funding streams (multi-year budget lines, cost-sharing, donor partnerships). • Pursue accreditation/recognition as a regional/international training and research hub. • Continuous curriculum and research-agenda updates aligned with evolving mandates; develop a pool of certified trainers via Training-of-Trainers (ToT).	

Project Timeline

Phase I

Renovation of IPI Campus

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Building Feasibility Assessment & Conceptual Design												
Final Design Development & Budget Alignment												
Mobilization & Site Preparation												
Construction Phase I – Structural & Infrastructure Works												
Construction Phase II – Finishing & Interior Works												
Testing, Inspection & Quality Assurance												
Handover & Soft Launching												

Peacebuilding Study Center

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Initiate drafting of Peacebuilding Research Agenda												
Finalise Research Agenda framework; identify priority themes												
Map potential research partners and publication channels												
Draft internal research implementation plan and outputs strategy												
Identify review mechanisms, reviewers, and editorial guidelines												
Finalise annual work plan; prepare dissemination and fellowship scheme design												

Project Timeline

Phase I

Civilian Peacekeepers Training Centre

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Draft roadmap for civilian peacekeeping training; initiate consultations												
Finalise roadmap; establish institutional framework/ secretariat												
Conduct capacity development needs assessment												
Finalisation of capacity development needs assessment												
Establish a governance & institutional framework (legal, administrative, and budget support for long-term sustainability)												
Stakeholder engagement for potential training partnership, including co-develop training modules and partnership for experts as trainers from other universities/ institutions												
Developing training modules (based on the road map and assessment)												
Participation selection for Batch I training												
Finalisation of Batch I training participants												

Project Timeline

Phase II

Peacebuilding Study Center

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Initiation and implementation of research agenda												
Initiation of publications for research outputs												
Establishing partnership with other national/international research organisations												
Launch Visiting Fellowship scheme; host initial fellow												
Fellowship commences, contributing to research activities; draft policy briefs and journal articles												
Organising seminars/ talks/conferences												
Conduct evaluation; Update agenda for following year												

Project Timeline

Phase II

Civilian Peacekeepers Training Centre

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Participant onboarding process; Training for Batch I												
Evaluation for Batch I training												
Participation selection for Batch II training												
Finalisation of Batch II training participants												
Participant onboarding process; Training for Batch II												
Evaluation for Batch II training												
Participation selection for Batch III training												
Finalisation of Batch III training participants												
Participant onboarding process; Training for Batch II												
Evaluation for Batch III training												
Engagement with Peacebuilding Training Certification Institutions												
Certification development process												

Project Timeline

Phase III and Beyond

Peacebuilding Study Center

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Implementation of Research Agenda												
Expansion of partnership with other research												
Publications of research outputs												
Organising seminars/talks / conferences												
Development of exchange and visiting fellowship												
Launch of exchange and visiting fellowship												
End of project evaluation and development of												

Project Timeline

Phase III and Beyond

Civilian Peacekeepers Training Centre

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Continuation of training for subsequent batches, based on the												
Communication with UN ASEAN and bilateral												
Development of operational framework and roster												
Stakeholder workshops on deployment												
Bilateral consultations and formal												
Pre deployment advanced												
Public awareness campaign and finalisation of												
End of Project Evaluation and Development												

Methodology

The Peacebuilding Study Centre will execute the following activities:

01

Development and implementation of research agenda

The initial work of the Centre is to prepare the research agenda to be executed for the duration of this programme. The research agenda should revolve around the issues of interest of the Institute, namely the issues of peacebuilding. Phase Two will see the implementation of the research agenda to be carried out internally or in partnership with external partners.

02

Publications

The Study Centre will disseminate its research outputs through several publication channels. The most appropriate channels will be selected through a careful comparative study of other existing centres both in Indonesia and abroad. These channels can take the forms of books, monographs, journal, policy papers, etc. Following the study, the identification of the review mechanism and reviewers will be conducted.

03

Engagement with partner research organisations

The Centre is expected to achieve a recognisable status among the national and regional research organisations within the duration of this programme. To achieve such an objective, partnership with other research organisations will be needed. This partnership can be forged with organisations that have already received reputable status globally, or with other organisations in the region that are developing.

04

Exchanges and Visiting Fellowship

As a corollary to the external engagement, the Centre will work towards establishing partnerships that allow for the Centre's staff to be involved in exchange programmes with other research organisations. To support this, the Centre will also develop a visiting fellowship scheme that will allow researchers from partner organisations to be involved in the Centre's activities and research programmes.



In order to develop the capacity for Indonesian civilian peacekeepers, a number of intervention points need to be devised:

01

Development of a roadmap to establish Indonesian civilian peacekeeping training

As the establishment of a civilian peacekeeping corps is a new initiative in Indonesia, there needs to be a roadmap detailing the steps towards such establishment. The road-mapping will be conducted at the initial stage of the programme. The road-mapping is expected to address the following subjects:

- The stages of the establishment of the Indonesian civilian peacekeeping training
- The objectives to be achieved in each of the stages
- The activities to be undertaken in each of stages
- The expected roles of the relevant stakeholders in each of the stages
- The potential partnership with global stakeholders
- The timeline in which each stage is to be completed
- The exploration of the possibility of extension of the civilian peacekeepers' training facility as a regional or international facility.

02

Assessment of capacity development needs

To initiate the development of the civilian peacekeeping, the needs capacity development ought to be assessed. The assessment should include the areas of capacity development, the required materials, the methodology of capacity development, the expected results, and the duration.

03

Development of civilian peacekeeping training modules and trainers

Since training is a core modality of capacity development, the programme will develop competency-based modules grounded in the capacity-needs assessment. In parallel, it will establish a cadre of certified trainers. Trainers will be selected against clear criteria (relevant UN/PKO experience, subject-matter expertise, facilitation and assessment skills, language proficiency), undergo Training-of-Trainers (ToT) on CPTM-aligned content, adult learning, safeguarding/PSEA, and WPS mainstreaming, and be maintained in a trainer roster matched to specific modules.



04

Identification of participants of the capacity development training

The capacity development activities will be attended by participants from various individuals and organisations who have expressed interests to serve as members of the Indonesian civilian peacekeeping corps. The identification of the participants will be conducted jointly by the Ministry of National Development Planning / National Development Planning Agency, the Ministry of Foreign Affairs and the Padjadjaran University and can involve relevant experts on the fields from other institutions.

In order to develop the capacity for Indonesian civilian peacekeepers, a number of intervention points need to be devised:

05

Certification and roster development

The participants who attended the training will be certified as Indonesian civilian peacekeepers. The certification process can initially be done in partnership with UN bodies, other international governmental and non-governmental organisations or universities from around the world who have had long experience in peace training. Eventually, it is expected that the certification process can be done by the Padjadjaran University. The certified peacekeepers then will enter a roster that contains the names and probably skill sets of the peacekeepers. This roster will become the basis of deployment of civilian peacekeepers should the need arise.

06

Consultation with relevant stakeholders for deployment plan

The deployment of the Indonesian civilian peacekeeping corps in various peacekeeping operations and post-conflict theatres will be done in consultation with various countries and international organisations that require the service of these civilian peacekeepers, including the UN Department of Peace Operations and multilateral and regional organisations. This consultation will be led by the Ministry of Foreign Affairs, the Ministry of National Development Planning / National Development Planning Agency, and supported by the Padjadjaran University.

07

Public Awareness and Engagement

As one of the pioneering organisations working on the issue to promote Indonesia's approaches to peacebuilding and to develop the capacity of Indonesia's civilian peacekeepers, public support is needed. Various public engagement sessions will be arranged to raise the public awareness of the issue of peacebuilding in various locations in Indonesia, using both social media and mainstream media channels.



Identified Training Areas*

Even though the capacity development areas will eventually be co-determined with the result of the capacity development needs assessment, the areas of capacity development can already be identified through some peacekeeping relevant documents, including the most recent publication of the Department of Peace Operations. These areas include:

*) Will be further refined and adjusted according to capacity development needs assessment results

1. Mediation/Peace Facilitation
2. Post-Conflict Peace Transition Assistance
3. Electoral Support
4. Post-Conflict Reconciliation and Transitional Justice, including Security Sector Reform
5. Development of a Governance Accountability Mechanism
6. Humanitarian Support, including Support to Displaced Persons
7. Trauma Healing for Victims of Conflict, Primarily Women and Children
8. Post-Conflict Physical Reconstruction, including Ensuring Food Security
9. Local Economic Development for Post-Conflict Communities

Other areas of support are possible to be developed, based on consultation with relevant stakeholders.

Indonesian Civilian Peacekeepers Capacity Development
Areas of Capacity Development



The Implementation and Structural Arrangement

The Indonesian Peacebuilding Institute will be operationalised by a management team formed by the Padjadjaran University, under the supervision by the Management Board, consisting of ex-officio officials from the Ministry of National Development Planning / National Development Planning Agency and the Ministry of Foreign Affairs.

The highest decision-making body of the Institute is the Supervisory Board, consisting of the senior officials from the Ministry of National Development Planning / National Development Planning Agency, the Ministry of Foreign Affairs, the representatives from donor countries, senior leaderships of contributing philanthropy organisations, as well as the Padjadjaran University. The Institute also maintains coordination with the National Coordinating Team for Peacekeeping Missions.

The Management Team implemented the daily operation of the Institute, including ensuring timely delivery of research outputs aligned with international standards, adherence to training schedules, delivery of quality training, and maintenance of high-quality training facilities. The Management Board is responsible for the team's performance in line with the approved work plan and holds quarterly meetings to monitor progress. At the strategic level, the Supervisory Board oversees, assesses, and evaluates the progress toward work plan objectives, and provides strategic directions for the implementation of Institute's activities.

Indonesian Peacebuilding Institute Organisational Structure



Work Streams

The Management Team will be organised according to the following work streams required for the functioning of the Institute:

Work Stream I is responsible for **Research and Studies**, which includes tasks of developing and managing research agenda, leading the engagement and seeking collaboration with national and international research organisations, and in managing publications and research outputs.

Work Stream II deals with the **Input side of the Training**, which includes tasks of identification and selection of trainees, engagement with trainees' stakeholders (CSOs, universities, community organisations, etc.), and onboarding process of trainees.

Work Stream III is responsible with the **Process of the Training**, which includes identification of training module developers, the development of training modules, conduct of the training, and evaluation of training.

Work Stream IV handles the **Output of the Training**, consisting of the engagement with certifying organisations, the certification process, roster development, and assisting Bappenas and MoFA in engaging with the relevant organizations.

Finally, **Work Stream V** provides **Managerial and Logistical Support** to all work streams, which includes maintenance of training facilities, contract and human resources management, financial management, and reporting.

INDONESIAN PEACEBUILDING INSTITUTE
Work Stream Task

WORK STREAM 1: RESEARCH AND STUDIES

- Development of research agenda
- Engagement and collaboration with national and international research organizations
- Management of publications and research outputs
- collaboration with other similar civilian peacekeeping centres

WORK STREAM 2: INPUT

- Identification / selection of Trainees
- Enggagement with trainees stakeholders (CSOs, Universities, Mass Organizations)
- Onboarding of trainess

WORK STREAM 3: PROCESS

- Identification of module developers
- Training module development
- Conduct of training
- Evaluating of training

WORK STREAM 4: OUTPUT

- Engagement with certifying organizations
- Certification
- Roster development
- Monitoring vacancy of civilian posts
- Assist Bappenas and MoFA in engagement with relevant organizations

WORK STREAM 5: SUPPORT

- Maintenance of training facilities
- Contract Management
- HR Management
- Financial Management
- Reporting

IPI PROSPECTIVE CAMPUS

The IPI Campus is located in the Graduate Campus of the Faculty of Social and Political Sciences, Padjadjaran, at Jl. Bukit Dago Utara 25, Bandung. The one-hectare-campus is equipped to support IPI's research and training functions, featuring:

1. 50 air-conditioned boarding rooms for training participants;
2. Dining and recreation areas for training participants;
3. A convention room, language lab, two large class-rooms, five small class-rooms, and a trainers' lounge;
4. A resource and study room;
5. Dedicated Institute's office for researchers.

These facilities are part of the joint contribution of the Government of Indonesia and Padjadjaran University in support of IPI's establishment.

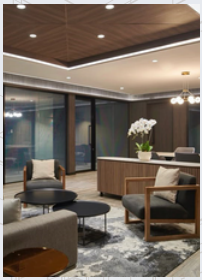
ILLUSTRATIVE IPI BUILDINGS





LARGE AND SMALL CLASSROOMS, LANGUAGE LAB, TRAINERS' LOUNGE




BOARDING ROOMS, DINING ROOM, RECREATION ROOM





