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## STRATEGY CHANGE CYCLE AS ORGANIZATIONAL STRATEGIC PLANNING TO IMPLEMENT GENDER MAINSTREAMING IN WOMEN IN TOURISM INDONESIAN

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KEYWORDS	ABSTRACT
strategic planning, strategy change cycle, human services organization, gender mainstreaming, gender-based discrimination, the tourism industry.	This research aims to determine and analyze the cycle of strategy change as an organizational strategic planning to implement gender equality for women. The method used by this research is a qualitative approach, the type of research to be carried out is Participatory Action Research (PAR). The result of this study is that organizations consider gender mainstreaming indicators such as gender analysis, gender goals, gender integration in policies and programs, monitoring and evaluation mechanisms, and stakeholder engagement. These indicators ensure women's active participation, equal employment opportunities, and the integration of gender perspectives in organizational policies and programs. By implementing a roadmap and considering gender mainstreaming, WTID aims to create a more sustainable and impactful organization that promotes gender equality in the tourism industry. The implications of this research can provide solutions to the challenges WTID faces and enable it to effectively encourage gender mainstreaming in Indonesia's tourism development while still being able to adapt in a dynamic environment.

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### INTRODUCTION

Humanitarian Service Organizations (HSOs) play a crucial role in social welfare at the mezzo level. These organizations operate at the local community and organizational level, employing management methods such as community development, community action, and social marketing (Lovejoy & Saxton, 2013). HSOs are responsible for enhancing, maintaining, and protecting human welfare, with humans being these organizations' raw materials. HSOs are perceived by the general public as symbols of community concern and societal obligations toward welfare and the well-being of citizens.

For human service workers, these organizations are committed to improving quality of life and providing opportunities to practice professional and work skills (Ismatillaevna et al., 2023). However, due to the dynamic nature of human beings as raw materials, the environment in which HSOs operate becomes more complex. This complexity necessitates organizations to adapt their services and develop new ones to meet the diverse needs of individuals. HSOs must also adapt to changes that may impact their service technology.

Based on the principles of New Public Management (NPM), HSOs have an idealized form that includes several themes (Shanks, 2016): reorganizing public organizations into product and cost centers, introducing competition between public and private sector organizations, adopting corporate management strategies, exploring alternative service delivery methods, utilizing "direct management," implementing explicit and measurable performance standards, and employing explicit output measures. The logic of new public management emphasizes the need for human service organizations to develop

organizational structures that prioritize efficiency, enhance competitive positioning, and mobilize resources through mechanisms like contracts and business ventures.

To address these challenges, strategic planning is a crucial management practice for organizations (Wolf & Floyd, 2017). While some third-sector organizations, including non-profit and human services organizations, have achieved a certain level of success without formal strategic planning, implementing strategic planning can provide several significant benefits for the development of these organizations.

Women in Tourism Indonesia (WTID) is a humanitarian organization that raises public awareness about gender issues, particularly gender-based discrimination in the tourism industry (Yunus, 2022). According to its classification, WTID falls under type V, categorized as normal functioning-people changing. This classification reflects WTID's focus on normal-functioning individuals, specifically women working in tourism, to promote personal attribute changes and foster a better understanding of gender equity values. The organization aims to improve the well-being of women in the Indonesian tourism industry, enabling them to obtain their basic rights.

**Table 1. Types of HSO, according to Hasenfeld**

Type Client	Technology		
	People-processing	People-sustaining	People-changing
Normal functioning	Type I	Type III	Type V
Malfunctioning	Type II	Type IV	Type VI

Source: Hasenfeld (2010)

As one of the crucial sectors for a country's development, tourism is a dynamic segment that plays an important role in economic growth by encouraging the development of various economic sectors and creating employment and income (Khan et al., 2020). Compared to other industrial sectors, tourism provides greater opportunities for women to become entrepreneurs, with data from the 2019 Global Report on Women in Tourism by the United Nations World Tourism Organization (UNWTO) showing that women dominate the global tourism sector at 54% (Dimitriou, 2017).

At first glance, the high number of women involved in the tourism workforce may suggest progress and equality for women. However, gender-based discrimination, the labor market, gender segregation in the workplace, and socio-cultural factors influence women's career advancement, opportunities, and working conditions in the tourism sector worldwide.

One prominent form of gender-based discrimination in the workplace is the wage gap. The Unwto reveals that female tourism workers earn 14.7% less wages than their male counterparts. In Asia-Pacific alone, women comprise 53% of the tourism workforce. Despite this, gender equality has not become a priority topic in tourism agendas, conferences, or policies in Asia and the Pacific, where the focus on tourism development is primarily centered around the economy and technology.

As a country in the Asia-Pacific region, Indonesia is experiencing rapid growth in its tourism sector and was designated as one of Indonesia's leading sectors by President Joko Widodo in 2017. 2019 the tourism sector contributed 5.5% to the country's Gross Domestic Product (GDP) (Ministry of Tourism, 2019). Alongside the rapid development of tourism, Indonesia, as a developing country with a Tourism Destination Area (DTW) of great potential, offers expanded opportunities for all, including women, to pursue careers in the tourism sector.

As a result, women workers dominate the tourism sector in Indonesia at 55.07%. However, similar to the global trend, female workers in the Indonesian tourism sector face a wage gap, with women earning approximately 13.11% less than their male counterparts (Unwto, 2019). Additionally, women in the tourism sector encounter various gender disparities, such as marginalization,

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discrimination, and subordination, that persist despite their high involvement (Tumpak Pangaribuan, n.d.).

Women's high participation in the tourism sector is primarily concentrated in roles associated with domestic responsibilities, while their involvement in managerial positions remains low. This can be attributed to limited access to technology, information, business skills, education, and training for women in the tourism sector (Ali, 2018). The position of women is often perceived as weak, making it challenging for them to access broad employment opportunities.

Despite experiencing injustice and gender-based discrimination, women in the tourism industry have low awareness of these issues, and work related to domestic roles is still considered women's work, leading to a lack of fight for equal positions in the workplace (Ahmad & Yunita, 2019). In addition to the wage gap and limited access to skills improvement, women workers in this sector face the threat of gender-based violence or sexual harassment.

A gender gap in the tourism sector highlights that gender equality, as an indicator of sustainable development, has not been fully achieved. Gender equality should not solely focus on women's high participation in the tourism sector but also on establishing an ecosystem that provides justice for women, supporting their development as subjects and objects, and improving their abilities, roles, and positions to create social welfare (Probosiwi, 2015).

The Indonesian Ministry of Tourism and Creative Economy has gender mainstreaming points in Indonesian tourism development contained in the National Tourism Development Master Plan (RIPPARNAS) for 2010-2025 (Rifan & Fikriya, 2020). Meanwhile, the points for gender mainstreaming are listed in Article 28b concerning Community Empowerment Through Tourism, namely "*Optimizing gender mainstreaming through tourism development.*" Furthermore, the strategy for achieving this point is included in Article 29, paragraph 2, which reads:

*"The strategy for optimizing gender mainstreaming as referred to in Article 28 letter b includes:*

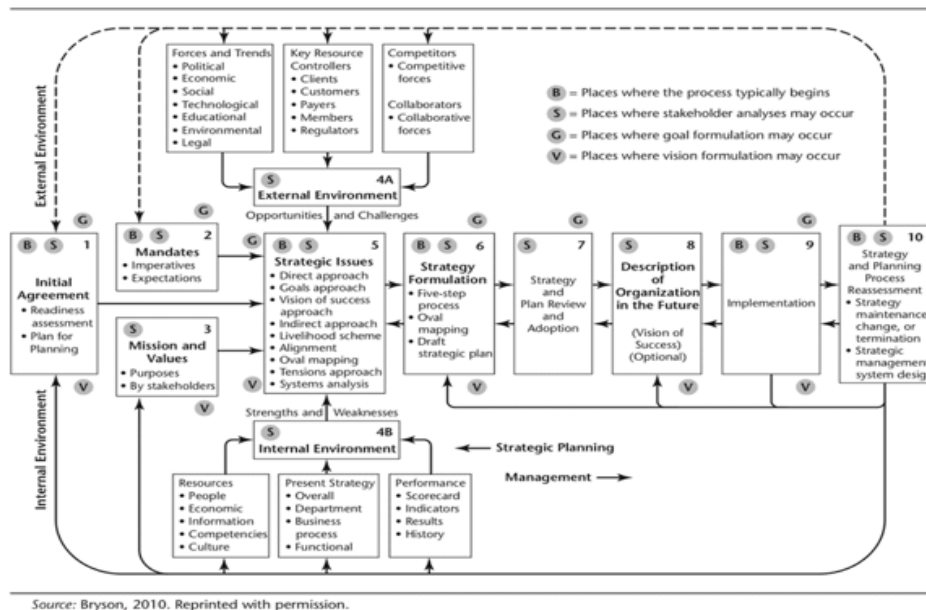
- a. increase public understanding and awareness of gender mainstreaming in tourism development;*
- And*
- b. increasing the role of the community in the perspective of gender equality in tourism development in the regions."*

From the articles in RIPPARNAS 2010-2025 regarding gender mainstreaming, the government has a direction to incorporate understanding regarding mainstreaming in tourism to the public. Even so, until less than 2 years after the validity period of the master plan ended, there was no significant perceived implementation, either by the public in general or the tourism industry in particular. So, suppose you want to foster public understanding and awareness regarding issues of gender equality, especially in tourism. In that case, it will still be a long way for the government because it does not yet have the capacity and understanding regarding these gender mainstreaming values. The urgency of its implementation is crucial, considering that tourism is one of the leading sectors that improve Indonesia's economic and social aspects.

Apart from these problems, WTID, as a humanitarian organization (human services organization), takes the initiative to increase public awareness of gender issues, particularly gender-based discrimination in tourism in Indonesia, to achieve sustainable development goals and create social welfare. WTID needs to carry out strategic planning to achieve these goals more effectively. Therefore, the strategic planning that will be used for the WTID organization is to use the Strategy Change Cycle (SCC) tools, where action research will be carried out to apply these tools directly according to the process. SCC was chosen in this study because it is a tool in strategic planning that aims to develop organizational strategies and adapt to new conditions continuously. All steps in this cycle are necessary

for the most effective and productive strategic planning. Blackburn (2019) assumes that "an organization must go through more than one strategic planning cycle before it can develop a truly effective vision for itself."

In the process, SCC consists of 10 steps. This process is designed to create effective participation from all stakeholders. These tools are a widely used approach to identifying and responding to challenges, in which the lead group determines the objectives of the entire process, manages the main activities in the process, leaves feedback, and implements the implementation method for other parties.



Source: Bryson, 2010. Reprinted with permission.

**Figure 1. The Cycle of Stages in the Strategy Change Cycle**

Source: Bryson, 2018

## METHOD

The method used in this research is a qualitative approach. The organizational strategy will implement the strategic planning tool known as the Strategy Change Cycle, making the type of research to be conducted Participatory Action Research (PAR). Participatory Action Research (PAR) is a collaborative, educational, and action-oriented process explicitly aimed at social transformation. PAR strives to realize the 'democratic commitment to break the power relationship of who social research should be done for' by collaborating with marginalized or 'vulnerable' parties.

The diversity demanded in this type of research is consistent with PAR's commitment to public engagement. Politically, this may limit the reach and collective action of PAR. Hence, PAR emphasizes that there is a socially constructed reality in which multiple interpretations of a single phenomenon are made possible by both the researcher and the participant (Ormston et al., 2014). Such a perspective opens up space for various forms of knowledge generation through methodological methodologies and political action.

PAR is not just another 'method.' In contrast, PAR is an 'orientation for inquiry, which demands methodological innovation to adapt and respond to the needs of a particular context, the research question or problem, and the relationship between the researcher and the research participants. PAR also values the research process and the product. Hence, its 'success' rests not only on the quality of the

information produced but also on the extent to which the participant's skills, knowledge, and capacities are developed through research experience.

While collaboration across all stages of reflection and action is ideal in PAR, it is important to recognize that the level of participation by research associates and participants can vary significantly. The methods most commonly used in PAR focus on dialogue, storytelling, and collective action. In working with marginalized or vulnerable people, one of the most important features of these methods is their 'hands-on' nature and ability to enable people to generate information and share knowledge on their terms using their own symbols, language, or art form.

## RESULT AND DISCUSSION

In conducting this research, the organization's internal team was involved in a participatory manner at every stage. In this chapter, an analysis of the identification of the strategic planning of the Women in Tourism Indonesia organization will be seen through the Strategy Change Cycle tools with the Gender Mainstreaming indicator. This indicator is important and necessary, considering that the WTID organization is concerned with issues related to women and tourism.

### Initial Agreement

In the early stages, the agreement to carry out strategic planning at the Women in Tourism Indonesia (WTID) organization was based on two main things; the dynamics that occur within the organization, as well as expectations for the organization in the future. From the findings, the dynamics that occur in organizations include ineffective human resource management (HR), lack of financial support, and the inability of organizations to predict problems and conditions that could occur in the organization. From the dynamics found, hopes arise for the organization, among others, to become a strong and sustainable organization and have a big impact program.

Before starting the strategic planning process, begins with an agreement regarding strategic planning to the leader (founder) as the key decision maker and digging up information regarding other parties that need to be involved. The need to carry out strategic planning at WTID is due to the dynamics that have occurred from the organization's inception to the present due to the absence of clear references to the organization's direction toward sustainability.

The problems faced by this organization stem from the lack of funding as the main source for the operationalization of the organization and resources and the impact of the high turnover that occurs at WTID so that the programs or activities that WTID can carry out are limited. *"The dynamics that occur at WTID, maybe internally, of course, the people. Because we don't have funding yet, people come and go. I know WTID is not privileged in the form of money, and we realized that it is hard, and it is understandable for us we don't have money now, but that makes us feel like we are in a pretty difficult situation; I mean quite difficult, and we also realize that WTID will not be sustainable if there are no changes."*, MN (27) as the founder of WTID conveyed this.

On a different occasion, the statement is validated by NT (27) as the Co-Director: *"This may also be because we don't have funding yet, and there isn't a long term project yet so there is no "responsibility" or sense of belonging for what we do at WTID, that's it. So that is, how do we make a long-term project so we can be sustainable, an effective project..."*

Since its establishment, WTID has carried out various activities according to their concerns by increasing public knowledge and awareness in general and tourism actors specifically regarding gender issues through campaigns, training, and discussion forums through Webinars. However, this is not optimal enough to achieve organizational goals because the scope of work is limited and does not directly impact society. *"I feel that WTID is quite well known, so the expansion of increasing awareness*

*can be done along the way. After that, I felt like...yes, we have to start looking for funding, we need other actualizations, in other words, what makes the existence of WTID have a more impact on society. We've had webinars just to give awareness, but there's been no real impact yet. So, we need the things that go into the project to be more real, so we can get involved in the community right away."* said MN (27).

Although many activities have been carried out by WTID, in the implementation process, many obstacles are faced due to a lack of strong coordination due to a non-standard HR management system.

*"Besides that, the dynamics that I feel because I see that WTID is quite dynamic. I want to be able to form bonds through offline things, that's why now there are hybrid meetings as well."* MN (27) delivered.

On another occasion to validate this dynamic, NT (27), as Co-Director, conveyed: *"Sometimes the problem is like, we know there are a lot of volunteers, but the work can't be distributed properly, and sometimes it doesn't get done. it happened again and again. For example, we have divided the tasks, but are still overwhelmed, even though there is already a timeline. it is because there has been no effective coordination."*

MR (23), as the Advocacy Team Leader, also conveyed the same thing:

*"For example, there are volunteers who suddenly disappear or something. Maybe they also lack direction, so they are confused about what to do, and they need training like that—training that focuses on each division, so volunteers can also have an increase in specific knowledge."*

Apart from that, MR (23) also conveyed other dynamics, where there is no clear task and function in each division, from his experience as an Advocacy team leader:

*"I also realized that some divisions were newly created, such as advocacy. This is a newly created field in WTID, and I was also confused at first, about what kind of job is. So we still following other advocacy divisions about what we have to do. And as time goes by, the more you can see that there are a lot of advocacy tasks."*

An ideal organization certainly needs to have problem-solving related to the problems faced and the possibility and sustainability problems that will occur in the future. However, based on information from MN (27), WTIDs don't have definite problem-solving in dealing with problems and tend to follow the flow. *"Of course, we think about our sustainability, that's why there are things we are doing from now on, such as applying for funding, but we are also still taking small steps. However, for the details, maybe that's what it was; we are still flexible, adjusting to existing conditions, what's best for us. Because we are not sure about what kind of entity WTID will be designed in the future. If it turns out that we feel that the funding is enough, then that's fine."*

An ideal organization certainly needs to have problem-solving related to the problems faced and the possibility and sustainability problems that will occur in the future. However, based on information from MN (27), WTID still does not yet have a definite problem-solving approach to dealing with problems and tends to follow the flow.

*"Because WTID is only within our purview, we don't have a code of conduct, or some kind of reference for how to go about solving problems, because so far we haven't had anything really bad happen before. We are still trying to be flexible, trying our best with the existing conditions."*

NT (27) also conveyed how there is no effective problem-solving reference for WTID: *"I also see, if we have a problem, we can still solve it ourselves. But there is still no plan for solving A, B, C, and so on."*

The absence of WTID's organizational ability to carry out effective problem-solving is one of the reasons for the need for strategic planning. As previous research says, by doing strategic planning can

be a way to help organizations and communities deal with change by increasing the ability of organizations to think, act and learn strategically in clarifying and solving the most important problems they face (Bryson, 2018).

Apart from not having a guideline for effective problem solving, WTID also has not made predictions or seen how the organization will be in the future related to sustainability.

*"Of course, we think about our sustainability, that's why there are things we are doing from now on, such as applying for funding, but we are also still in small steps because we are not very strict in designing what kind of entity WTID will become in the future. If it turns out We feel that the funding is sufficient, that's fine, that's fine."*

In this regard, NT (27) also confirmed the existing problem due to the lack of a strong sense of belonging that has grown from each member, so there has been no initiative: *"So far, we have never predicted what will happen in the future. But I've come to think that it's important, and maybe there isn't a direction yet to do that because there isn't a sense of belonging yet. If there is a great sense of belonging, there will be initiatives emerging for preventive actions regarding conditions or sustainability."*

*"As far as I can see, the root cause is indeed a lot to human resource management, which is influenced by the system. So there needs to be an improvement in the system for sustainability."* MR (23) added that there was no description of the future organization due to ineffective HR management, so a system for conducting foresight had not even been considered.

The dynamics and fundamental problems the organization faces it justifies the urgency to carry out strategic planning at WTID. This is also based on the agreement disclosed by Ms. AM, *"Those dynamics make us feel like we are in a rather difficult situation, and we are also aware that WTID will not be sustainable if there are no changes. WTID also stands alone without any support from other organizations, so we need something like that (strategic planning)."*

This justification is also by what was said by research where one of the outputs of strategic planning is the potential for the future fulfillment of organizational goals, thereby enabling organizations to be more confident in their current and future activities (Ansoff et al., 2018). This is also in line with research that strategic planning can increase organizational success by helping it deal with weaknesses and threats and strengths and opportunities that arise in the organization.

Doing strategic planning in the organization prioritizes the participation of all parties. Strategic Planning is a blueprint for achieving the goals of the organization to set priorities, ensure focus on power and resources, strengthen organizational operations, provide assurance that all parties involved work towards common goals and agree on the desired results, as well as adjusting organizational goals to adapt in the face of change.

This is also in line with the main objective of Action Research as the method used in this study, which is to provide participatory means in systematic research to achieve the desired goals and evaluate their effectiveness.

Following the initial steps taken in the Strategy Change Cycle as the strategic planning tools used, after the agreement from the key decision-makers is in place to carry out this process, a stakeholder analysis is carried out, to form a strategic planning team. *"For me, external stakeholders are not too significant for now—it's more necessary for those who know from the start about our vision and mission, what we feel, and what we need. So it can be done by the advocacy team, because it is in accordance with their scope of work to be concerned about the internal and external conditions of WTID, and need to be updated with strategic issues regarding tourism and gender equality."*

The first stage of the Strategy Change Cycle, *"The involvement of external key decision makers is also important for the success of the program if the implementation involves many parties and organizations."* So, in this case, selecting the advocacy team as a strategic planning team, in which the parties involved are internal to the organization, is not a problem due to the condition of WTID as a small organization and does not yet have formal ties with external parties (Bryson, 2018).

### **Mandates**

In the next stage, the organization's mandate needs to be defined more clearly as a justification for the organization's existence in society. WTID focuses on gender equality in tourism, as stated by MN (27): *"Initially, I realized that gender and tourism issues were important when I was doing research. I am a tourism student, and there is still little research related to that, even though the actual issue exists and is very clear in front of my eyes. At the same time, there has been no special attention so in the government yet. That's the thing that makes me feel like I need to pay attention there. Especially after I learned more about gender mainstreaming, I just really realized that (gender mainstreaming) needs to exist in all sectors, including tourism. Because from the research I did, it was revealed that there were quite a lot of other issues related to gender and tourism. Not only the problem of lack of literacy, but also the wage gap, double burden, sexual violence, and other problems which are very, very closely related to gender and tourism."*

What was revealed by MN (27) corresponds to the discrimination in the tourism sector by research, where there is a different quality of work between men and women in the tourism industry due to gender discrimination—with worse working conditions faced by women to sexual harassment, which is vulnerable to women's work in the tourism sector with an incident rate tall one (Hutchings et al., 2020). This fundamental issue is the focus of WTID's objectives, namely to increase public awareness regarding gender discrimination in the tourism industry and the importance of gender mainstreaming to create a gender-inclusive Indonesian tourism climate.

Still related to the mandate, after clarifying the justification for the existence of WTID in the community, the next step is to find out the internal limitations of the organization in carrying out activities to achieve goals. *"If we see our goals, we do advocacy, and we try to enter through the lines that we can do at the moment, such as campaigns through social media. We also want to educate, so we do capacity building for tourism students, and webinars for the public. For tourism actors, we also promote their MSMEs (as part of the tourism aspect), and also appreciate women who are "heroes" for their involvement in the tourism industry."*

In this regard, WTID does not yet have a formal internal mandate in the form of Standard Operating Procedures (SOP), so the boundaries of each division are still not well defined. However, they have guidelines in the form of key behaviors in each division that are conveyed by each volunteer onboarding:

*"We set work rules that we socialize at every onboarding or meeting, related to key behavior based on 4E values; engage, educate, empower, and equality, which is then adapted to each division. However, SOPs that are very, very specific for each division do not yet exist."*

The use of 4E is confirmed by NT (27) and MR (23) as a key behavior but needs to be specified to be relevant to each division.

*"Work regulation provisions can use 4E, but it has to be specified. Also, when we recruit volunteers, we need to specify their background qualifications, so they can be involved in a relevant way and know the vision, mission, and values that we have. There was even someone who was smart and had potential, but her background was not in tourism, so the results of her writing were also not relevant. This is why*



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*the 4E value needs to be specified again to make it a stronger SOP. So that volunteers who join have a deeper picture of our values.” (NT, 27)*

*“4E can be used as a reference, but it needs to be adjusted to make it more practical so that it is specific. Because it's sometimes difficult for volunteers to elaborate on this value.”(MR. 23)*

Outside of this internal mandate, the activities carried out by WTID refer to several existing government regulations. This was stated by MN (27) as the founder.

*"For the law, we use Law No. 10 of 2009, yes, because we are part of a tourism institution. As for policy, from RIPPARNAS (National Tourism Development Master Plan), especially regarding gender mainstreaming. That's what we are advocating, because there is no implementation yet. Apart from that, regarding gender discrimination in the form of sexual violence, there are TPKS and Criminal Code."*

### **Mission and Values**

From this mandate, the organization's mission and values can be defined. WTID itself has a formulated mission and values. At this stage, the mission and values are redefined and reviewed, whether they include gender mainstreaming. The mission of WTID, among others, is to promote gender equality goals, awareness, and action across Indonesian society; support women in tourism to express their opinion, network, and share their experiences; become a platform for advocacy for women involved in the tourism sector in dealing with gender inequality in Indonesia; and promoting women's innovative works as local creative economy products.

This mission aligns with the mandate presented by MN (27). In addition, WTID has a main value called 4E, namely engage, empower, educate, and equality to support the achievement of this mission and become a reference for staff performance at WTID. In contrast, they do not yet have SOPs. When redefined, the mission and values possessed by WTID follow the definition of gender mainstreaming from the Gender and Development approach put forward by Mosse, where the goal of development for women is in the sense of independence and emphasizes making policies regarding male equality and women, rather than empowering women themselves (Mosse, 2013).

### **External and Internal Environments**

Conducting a SWOT analysis or mapping the strengths and weaknesses as internal elements of the organization, as well as opportunities and challenges from external elements, shows that strategic planning is used for organizations to achieve relatively better missions than other organizations (namely competition). Moreover, one of the strengths of WTID is being an organization focusing on issues that are rarely considered, resulting in minimal competition. However, this can also be a separate threat to the organization if WTID does not innovate or make significant positive changes because competitors from similar organizations may appear, which can happen anytime. By doing this strategic planning, WTID can understand challenges, trends, and problems, which WTID does through the SWOT Analysis.

In conducting a SWOT analysis, WTID involves three managerial people; Founder, Co-Director, and Advocacy Team Leader, who is also the Coordinator of the Strategic Planning Team, all of whom are women. The involvement of women in this matter is also by the indicators of gender mainstreaming, namely the Gender Goals, and involving them in organizational policies, work programs, and decision-making processes so that the indicators of Gender Integration in Policies and Programs are also met.

### **Strategic issues**

Still in line with the statement on the strategic planning concept, from the SWOT Analysis stage, WTID was then able to identify strategic issues that the organization could face. This strategic issue is identified using the Direct Approach, or a direct approach that looks at relevant information in the

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previous stage. From this mapping, four strategic issues are currently or have the potential to be faced by organizations as described in field findings, including the need for sustainable financial support, development of organizational direction and strategy, HR management, and management of partnerships with stakeholders.

According to research, strategic issues are fundamental policy questions or critical challenges that affect an organization's mandate, mission and values, product or service level and mix, client, user or payer, cost, financing, organization, or management (Bryson, 2018). Finding the best way to frame these issues usually requires wisdom, dialogue, and a deep understanding of the organization's operations, stakeholder interests, and external demands and contingencies.

The first four steps, namely Initial Agreement, Mandates, Mission and Values, and SWOT Analysis, are deliberately designed to slow things down so there is enough information and interaction to inform deliberations so that the needed wisdom can emerge. In other words, this process is designed to form thoughts so that knowledge exploration, development, and learning can occur. In retrospect, the strategic issues faced by WTID are fundamental issues that may not be realized but can affect the organization and impact organizational sustainability.

The strategic issues that have been formulated together with the WTID Strategic Planning Team can also be assessed with gender mainstreaming indicators, including:

a. Sustainable and gender-friendly financial support: Organizations face challenges in finding sustainable funding sources to support the operationalization of their organizations and programs. The absence of financial resources can threaten the organization's sustainability and limit the scope of the programs that have been designed. In this strategic issue point, the indicator for gender mainstreaming that is fulfilled is Gender Integration in Policies and Programs. With financial support that takes gender equality values into account, of course, the goal of incorporating a gender perspective into organizational policies, work program design, and decision-making processes, taking into account gender equality indicators, can be achieved. This can also ensure organizational sustainability and expand the reach of programs made by organizations to realize gender inclusivity in the tourism industry.

b. Development of Organizational Direction and Strategy

Previously, the organization did not have a clear direction or picture regarding how the organization would develop in the future, so this aspect became one of the main strategic issues for the organization. To develop organizational direction and strategy, careful strategic planning is needed to determine long-term goals, identify priorities, and develop appropriate strategies to achieve the organization's vision. In this aspect, the gender mainstreaming indicator that is fulfilled is the Gender Goals to set specific goals related to gender equality to develop future organizational directions and strategies in every activity made and ensure that women's active participation is always there in the organization to form a gender-inclusive organization. The Gender Analysis Indicator is also fulfilled to encourage organizations to pay attention to issues of gender equality in the tourism sector to be able to identify gender disparities that exist in the tourism industry, thus creating opportunities to promote gender equality which increasingly clearly defines the direction of the organization.

c. Human Resource Management

The high turnover rate of organizational members can hinder the formation of a stable membership structure, so clear performance measures (indicators) or Standard Operating Procedures (SOP) are needed to improve HR effectiveness and efficiency in optimizing program implementation to achieve organizational goals.

In this aspect, the gender mainstreaming indicator that is fulfilled is the Gender Goals. To improve an HR management system that is more effective and organized as an organization that focuses on gender equality issues, it is important to set specific goals related to gender equality in its role in the organization. One example is developing clear and representative terms of reference or work indicators for gender to ensure women's active participation in organizations and increase the accessibility of equal employment opportunities for men and women in organizations.

Another indicator is Gender Integration in Policies and Programs. As a main aspect of achieving organizational goals, it is very important for policies and programs to incorporate a gender perspective into organizational policies, work programs, and decision-making processes. In improving the HR management of WTID organizations in this regard, it is very important to optimize the roles of all members on a gender-representative basis to maximize organizational goals through designed policies and programs.

#### d. Partnership Management with Stakeholders

Even though organizations have many partnerships with stakeholders-both at the national and international levels, the ability to maintain and make the most of these relationships is still lacking. Until now, the organization does not yet have a long-term collaboration with its partners, where the partnership is established on activities that are not short-lived. Therefore, this has become a strategic issue organizations face because it requires a more in-depth communication and engagement strategy with stakeholders to expand the organization's influence and achieve common goals.

In this strategic issue, the indicator for gender mainstreaming that is fulfilled is the Involvement of Related Parties. WTID has had many partnerships, but to strengthen these partnerships, this gender mainstreaming indicator is very important because it can provide the potential for WTID to involve various stakeholders, including organizations that also focus on gender issues as the issues that are the focus of WTID. This collaboration with related parties will further strengthen the organization's efforts to promote gender equality in tourism.

### **Strategy Formulation, Strategy and Plan Review and Adoption, Implementation, and Strategy and Planning Process Reassessment**

In this final phase, combined in parallel, the strategic planning team has drafted a roadmap to resolve the previously identified strategic issues. From identifying these strategic issues, the organization must achieve five milestones for the next five years. The process of making this roadmap certainly also involves the organization's managerial team and, of course, also involves indicators of gender mainstreaming as the organization's core values:

#### 1. First-Year Milestone (2024): Have a stronger organizational foundation.

This milestone is based on covering all strategic issues; where when an organization can overcome problems related to the lack of sustainable financial support, can develop organizational direction and strategy more effectively, improve HR management better, and manage stakeholders for stronger partnerships, then the organization will have a more solid organizational foundation.

#### 2. Second-Year Milestone (2025): Achieve sustainable funding sustainability and expand project work and policy advocacy.

By having a more solid organizational foundation, the organization certainly has a greater ability to manage funding and create sustainable funding support. The existence of sustainable funding support, of course, will also further expand the program and organizational performance in reaching beneficiaries.

#### 3. Third-Year Milestone (2026): Become a think tank or leader in research on issues of gender equality in the tourism industry.

WTID, which already has a solid organizational foundation and can achieve sustainable financial support, is starting to aim to become a think tank specific to gender equality in the tourism industry, where there are no similar institutions as organizational competitors.

4. Fourth Year Milestone (2027): Become the government's main partner in increasing gender inclusivity in the Indonesian tourism sector.

When WTID has achieved basic milestones in previous years, the position of the WTID organization will be even stronger as an organization that focuses on gender equality in the Indonesian tourism sector. Even though there may be threats that could arise is that there will be a similar organization that has just been established, by implementing effective strategic planning, as well as the organization's track record of achievements in previous years, the organization can achieve this, especially since WTID has received recognition from parties government, namely the Ministry of Tourism and Creative Economy of the Republic of Indonesia, as stated by the informant.

5. Fifth-Year Milestone (2028): Achieve international recognition of the organization's performance supporting gender inclusivity in the tourism sector.

After the organization's performance has been recognized nationally and has a major impact on gender issues in tourism, the achievement in the final year of this roadmap is to gain recognition internationally regarding organizational performance in encouraging gender mainstreaming in the tourism sector. This is possible for organizations to achieve, considering that WTID has partnered with international parties, namely Equality in Tourism as an Associate Partner.

The five milestone points of the roadmap that have been prepared have been adjusted using gender mainstreaming indicators, including;

- a. Gender Analysis: In the preparation of all elements of the roadmap, a comprehensive gender analysis has been carried out regarding the issue of gender equality in the Indonesian tourism sector to identify existing gender disparities and opportunities to promote gender equality at each stage of the roadmap so as to produce action plan points in order to achieve milestones every year.
- b. Gender Goals: Every aspect of the roadmap ensures the active participation of women in organizations and increases the accessibility of equal employment opportunities for all genders. This can be seen from the first year's action plan to develop work guidelines that ensure equal opportunities for all genders in organizational programs. So that in carrying out its services, the organization will always prioritize women's participation and representation.
- c. Gender Integration in Policies and Programs: This indicator is the main aspect in the preparation of this roadmap, in which the preparation involves internal organizations that are all women so as to implement women's views and experiences into organizational policies, work programs, and decision-making processes. In addition, all of the action plans carried out also aim to develop policies that encourage women's active participation in work projects and eliminate gender stereotypes in the workplace.
- d. Monitoring and Evaluation Mechanism: Establishes a monitoring and evaluation mechanism that includes gender equality indicators to measure the progress of achieving gender equality in each roadmap milestone. This indicator ensures that all activities carried out involve inclusive gender participation and ensure that any necessary corrective actions can be taken promptly.
- e. Stakeholder Engagement: Engage a wide range of stakeholders, including gender and international organizations with a similar focus, in each roadmap stage. This collaboration with related parties will strengthen the organization's efforts to promote gender equality in tourism.

This indicator ensures that in every aspect of the roadmap that has been prepared, related parties are involved with the concerned issues by the WTID. This can be seen from an action plan that

encourages organizations to establish strong partnerships with relevant governments, namely the Indonesian Ministry of Tourism and Creative Economy, and expand networks with international institutions to gain recognition for organizational performance.

## **CONCLUSION**

This study describes the strategic planning process carried out by Women in Tourism Indonesia (WTID). Furthermore, the strategic planning owned by this organization is reviewed again through the strategy change cycle. This study's participatory action research method is very appropriate because it involves humanitarian organizations fighting for issues for vulnerable and marginalized parties, namely women tourism workers. In each stage of this research, gender mainstreaming is also included as the organization's main value. Strategic planning for this organization is crucial to overcome challenges and achieve organizational goals. The initial agreement highlighted the need for strategic planning due to internal dynamics and the absence of a clear direction for organizational sustainability.

Organizations face challenges related to ineffective human resource management, lack of financial support, and limited program impact. Through a participatory approach, the strategic planning team identified key strategic issues, including the need for ongoing financial support, organizational direction and strategy development, HR management, and stakeholder partnership management. The strategic planning process resulted in the formulation of a roadmap with five milestones over the next five years.

These achievements include strengthening the organization's foundations, achieving sustainable funding and expanding project work, becoming a think tank in gender equality research, being a key government partner on gender inclusiveness, and gaining international recognition for the organization's performance. Throughout the process, the organization considers gender mainstreaming indicators such as gender analysis, gender objectives, integration of gender in policies and programs, monitoring and evaluation mechanisms, and stakeholder engagement. These indicators ensure women's active participation, equal employment opportunities, and the integration of a gender perspective in organizational policies and programs. By implementing a roadmap and taking gender mainstreaming into account, WTID aims to create a more sustainable and impactful organization that promotes gender equality in the tourism industry. The strategic planning process provides a blueprint for addressing challenges, setting priorities, and achieving the organization's vision in a gender-inclusive way.

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