

Strategic Planning for Non-Profit Organization: Ensuring Operational Sustainability and Expanding Social Impact at Widya Erti Indonesia

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Received : June 05, 2025

Accepted : June 30, 2025

Published : October 31, 2025

Citation: Murti, I.M.W.K., & Lantu, D.C., (2025). Strategic Planning for Non-Profit Organization: Ensuring Operational Sustainability and Expanding Social Impact at Widya Erti Indonesia. Ijomata International Journal of Management, 6(4), 1584-1601. <https://doi.org/10.61194/ijjm.v6i4.1814>

ABSTRACT: This study focuses on Widya Erti Indonesia (WEI), a non-profit organization working in the field of sustainable rural development. The research aims to analyze the internal and external factors influencing WEI's ability to maintain program effectiveness, scale its operations, and respond to the evolving development landscape in Indonesia. The central issue addressed in this research is how WEI can strategically strengthen its position, given the limitations in internal resources and the complexity of external demands. These issues are particularly relevant as development funding structures shift, climate risks grow, and expectations for nonprofit accountability increase. The objectives of the study are threefold: (1) to identify WEI's internal strengths and weaknesses, (2) to examine external opportunities and threats and (3) to formulate strategic planning to enhance to ensure its long-term sustainability and increase its impact on rural communities. This qualitative descriptive research employs SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to assess internal and external organizational conditions. It is complemented by the STEEPLE framework (Social, Technological, Economic, Environmental, Political, Legal, and Ethical factors) to provide a broader analysis of the external macro-environment affecting WEI's strategic positioning. Data were collected through focus group discussions (FGDs), key informant interviews, and literature review of donor trends, regulatory changes, and industry reports. To address these challenges, the study recommends three priorities: strengthening governance and systems, diversifying funding, and scaling up community-based approaches. Through partnerships and improved accountability, WEI can achieve greater sustainability and social impact in the next five years.

Keywords: Strategic Planning, Non-Profit Organization, Sustainability, SWOT, STEEPLE.



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INTRODUCTION

Non-profit organizations have become the most important actor in the global development ecosystem, in responding complex and continuously challenge of social, economic and environment. Globally, this organization operates in multi-sectors such as educations, health, decrease poverty level, environmental sustainability and humanitarian aid. Their ability to reach

out vulnerable and marginalized communities and intervention implementation in the grassroots level has been positioning them as main partner in bringing forward of United Nations Sustainable Goals (UN SDGs). This is also supported by the report of the UN Secretary General on progress towards the Sustainable Development Goals which states that localization, anchored on the principle of multilevel governance and multistakeholder collaboration, is Localization, anchored on the principle of multilevel governance and multistakeholder collaboration, is recognized as a key approach to collectively propel us toward greater inclusion and sustainability a key approach to collectively propel us toward greater inclusion and sustainability [\(Nations., 2023\)](#). For example, organizations such as Oxfam, Save the Children, and CARE International operate in over 90 countries, providing critical services in conflict zones, disaster-prone areas, and impoverished regions.

According to a report by the Johns Hopkins Center for Civil Society Studies [\(Salamon, 2013\)](#) the global non-profit sector represents one of the fastest-growing employment sectors, demonstrating the increasing reliance of societies on civil society actors for essential services and advocacy. However, while their influence continues to expand, non-profits worldwide face ongoing challenges. These include overdependence on donor-driven funding, limited institutional capacity, increasing demands for transparency, and growing pressure to demonstrate long-term, measurable impact [\(OECD, 2020\)](#). For instance, during the COVID-19 pandemic, many Non-profit organizations faced financial instability as donor priorities shifted, highlighting the vulnerability of organizations without strong strategic or financial planning [\(CIVICUS, 2022\)](#).

With a population spread across thousands of islands and vast rural territories, Indonesia faces persistent challenges in delivering equitable services and development outcomes to all regions. In this situations, the non-profit organizations often taking the role as the frontliner to reach-out the marginalized communities which difficult to access through standard government mechanism. Their responsibility covers multi-sectors includes education, health, agricultural, environment conservation, disaster emergency response, and community empowerment that offering short-term assistance and long-term capacity building to improve livelihood.

Their role to support in achieving of the United Nations Sustainable Development Goals (UN SDGs), especially in the sectors such as reduce poverty level, food security, gender equality, quality education and climate actions, this is considered as the most significant contribution from Non-Profit Organizations in Indonesia. In areas where state infrastructure and commercial investment may be limited or unavailable such as in the remote area and marginalized, the non-profit organisation's presence and intervene are become highly expected. Non-profit sectors in Indonesia is not just considered as complement for public institutions but also considered as innovator and catalysator for sustainable social change. The role of non-profit organizations is not just considered as complement of government functions but also as core partner and agent of change to achieve equitable and sustainable development.

In the meantime, the systemic challenges also threaten sustainability of non-profit organizations in Indonesia. Their program sustainability and effectiveness are threatened by several factors including restricted sustainable funding access, complexity regulation or requirement, dependency to donor priority, and human resource challenge, this is considered as general issues, the most

significant challenge us limited access to sustainable financial source. Dependency of non-profit organizations in Indonesia to short-term funding donor, project-based grant, or company's Contribution Social Responsibility (CSR) is very high. The other problem is lack of diversified income flow. It makes many organizations in financial instability particularly during economic crisis or donor priorities change. They are affected by these challenges and their ability to operate sustainably and increasing program impact are disrupted and unstable.

Organizations that are able to maintain their operations and also minimize the negative impacts of their programs on the social and economic environment, the organization can be said to refer to the concept of operational sustainability. Operational sustainability in non-profit organizations depends on a balance of internal capacities and external conditions. Internally, factors such as organizational leadership, financial management, human resource capabilities, governance structure, and strategic planning are critical in maintaining consistent service delivery and impact over time [_\(Sontag-Padilla, 2012\)](#). A clear mission, skilled workforce, and effective internal communication also enhance adaptability and resilience. Externally, sustainability is shaped by funding availability, donor behavior, political and regulatory environments, economic stability, and the organization's relationship with stakeholders and partners [_\(Brinkerhoff, 2022\)](#). For example, dependence on short-term donor funding often undermines long-term planning, while policy shifts or economic downturns can disrupt program continuity.

Therefore, to solve this sustainability problem and scalability is the most important for Non-Profit Organization to achieve transformative and long-lasting social change. In the context of non-profit and mission-driven organizations, social impact is not solely measured by outputs or activities, but by the degree to which initiatives generate sustainable improvements in people's lives and communities. According to [Ebrahim and Rangan \(2014\)](#), social impact should be viewed as a continuum, from activities, to outputs, to outcomes, and ultimately to long-term impact, requiring careful planning, implementation, and evaluation. [Brzustewicz et al. \(2022\)](#) emphasize that social impact emerges through corporate volunteering initiatives involving strategic partnerships between companies and non-governmental organizations (NGOs). Their study demonstrates that deliberate and structured collaboration among diverse stakeholders plays a crucial role in generating significant and positive social changes, particularly in addressing complex and urgent social challenges.

Strategic Planning is becoming very important for non-profit organizations to ensure sustainability of the operational, meaningful and measurable impact, in response to the social development landscape that dynamic. It's different with a profit entity, the non-profit mostly depend on temporary funding supported by donor, which can make to separated efforts and mission distortion. Strategic planning serves as a fundamental tool for organizations aiming to expand their social impact in a focused and sustainable way. Bryson (2018) defines strategic planning as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. For non-profits, strategic planning provides a structured approach to align internal capabilities with external opportunities, optimize resource use, and maintain mission clarity amid complexity and uncertainty.

Referring to Bryson's opinion, strategic planning is a process with structured steps so that it can

provide direction to the organization, allocate resources, and set goals and strategies to achieve the desired goals (Bryson, 2018). In public and non-profit organizations, the strategic planning chosen should be a flexible and responsive approach to the context. Where the appropriate approach for non-profit institutions for strategic planning must be adjusted to the needs of the community, social, political and environmental conditions. The approach chosen is also not rigid and not fixated on an approach that can be applied equally to all. It can be said that this is related to the selective and contextual selection of concepts, procedures, tools, techniques, and platforms so that the organization can develop, be more effective, or achieve its strategic goals. A flexible and contextual approach to non-profit organization strategic planning not only takes into account the needs and challenges, but is also realistic about the resources and technology available. Strategy is not a rigid one-way process, but rather a process that can change according to real situations while managing organizational complexity, more than just implementing a fixed plan. (Bryson, 2021). Meanwhile, SWOT analysis, STEEPLE analysis and Bryson Theory are tools that can be used in strategic planning. Where these tools provide methods that provide concrete steps or guidelines that can be implemented directly to produce measurable decisions based on data. These elements are integrated to direct strategic planning systematically and adaptively. Stakeholder engagement is an important element in gathering relevant information about the needs for success, as well as in defining strengths, weaknesses, opportunities, threats, and collaborative capabilities for strategic planning (Bryson, 2021)

With strong strategic planning, setting long-term goals, internal capacity evaluation, and develop a clear roadmap, can assist organization to clarify the mission to achieve the sustainable output. In addition, to create alignment vision and operations, strategic planning can increase financial resilience with promoting diverse income-flow such as social organizations, service-based designs and cross-fields partnerships. This is also can ensure resources allocation more efficient and encourage organization adaptable, encourage the team to respond proactively to the conditions shift. Eventually, strategic plans make the governance is stronger, and organization accountability and capability improved and impact increase effectively.

In this situation, strategic plans is very important to set priorities, diverse source of funding and establish long-term partnership. Hence, purpose of the research is to outline a strategic plan that guide the organization overcome challenges and optimize the potential impact, ensure the sustainability and in line with community needs that continues to grow. This study offers novelty by applying an integrated strategic planning approach with SWOT and STEEPLE analysis combined with Bryson's model to a local non-profit organization, that is not affiliated with international institutions, based on rural communities' empowerment. This topic is still rarely studied in the Indonesian context.

METHOD

This study uses a qualitative descriptive approach with a case study strategy to achieve the research objectives effectively. According to Höglund et al. (Sawaneh, 2022) conducted a qualitative case study of how tools enable and constrain strategy making. Qualitative researchers do not attempt to test hypotheses as in quantitative research, but instead focus on developing theories or findings

that emerge from the data collected. In a qualitative approach, researchers have the space to collect rich and diverse data, through techniques such as in-depth interviews, participant observation, and document analysis [\(Nurrisa, 2025\)](#).

To clarify the overall plan or strategy in answering the research questions systematically. Through this section will show the steps taken in the research to create a strategic plan for Widya Erti Indonesia. The first step taken is to identify the problem, in this section analyzes the main issues or gaps between reality and ideal conditions. There is a gap between real conditions (the absence of a formal strategic plan) and ideal conditions (the need for a systematic strategic plan for sustainability and social impact). Identification helps researchers to formulate research objectives.

Data collection is carried out to collect information or evidence that can be used to prepare strategic plans. A combination of several data collection techniques is also often used to gain a more complete understanding of the research problem [\(Iba, 2023\)](#). In this study, data collection was carried out by conducting in-depth insight exploration from key internal individuals at Widya Erti Indonesia, through Focus Group Discussions (FGD), document analysis, and observation. Focus Group Discussion (FGD) is one of the methods chosen because it is used to obtain systematic data and information regarding a very specific problem through group discussions [\(Bisjoe in Putra, 2024\)](#). The discussion discussed internal and external factors related to the organization. The FGD activity was attended by internal stakeholders selected based on certain criteria. The criteria in question are those who have specific knowledge and experience relevant to the Widya Erti Indonesia organization.

According to Douglas [\(Ajayi, 2023\)](#), the data collected is divided into two categories, namely primary and secondary data. Based on the opinion Ajayi the data collected first by the researcher is primary data. In line with that, Mesly said that primary data is real-time data [\(Ajayi, 2023\)](#). In other words, the data obtained through FGD is actual data. In the FGD activity, there is a process of collecting data directly from people involved or related to Widya Erti Indonesia. Secondary data is data that is not obtained directly, where the data is collected by parties not related to the research but collected for other purposes at different times. Data included in secondary data is data sourced from internal documents, books, articles, journals and so on [\(Ajayi, 2023\)](#). In this study, researchers use secondary data to support primary data collected from FGDs.

Primary and secondary data obtained through FGD methods, document analysis were then analyzed using SWOT and STEEPLE. SWOT analysis is a strategic planning framework used in evaluating an organization, plan, project, or business activity. Using SWOT can provide a situational analysis that helps managers identify organizational and environmental factors [\(Gürel, E., & Tat, M., 2017\)](#).

They are used based on strategic planning theory, which focuses on matching what an organization can do (its internal abilities) with what is happening outside (its environment) to reach long-term goals. This study uses the strategic planning model from [John M. Bryson \(2018\)](#), which is often used in public and nonprofit organizations. Bryson's model shows how important it is to involve key people, understand the environment, and create strategies that support the organization's mission. This matches well with the qualitative approach in this research, especially because the Board, Executive Foundation, and Management team took part in the FGDs. Their ideas and experiences are important for understanding the current situation and for building strong and useful strategies for the future.

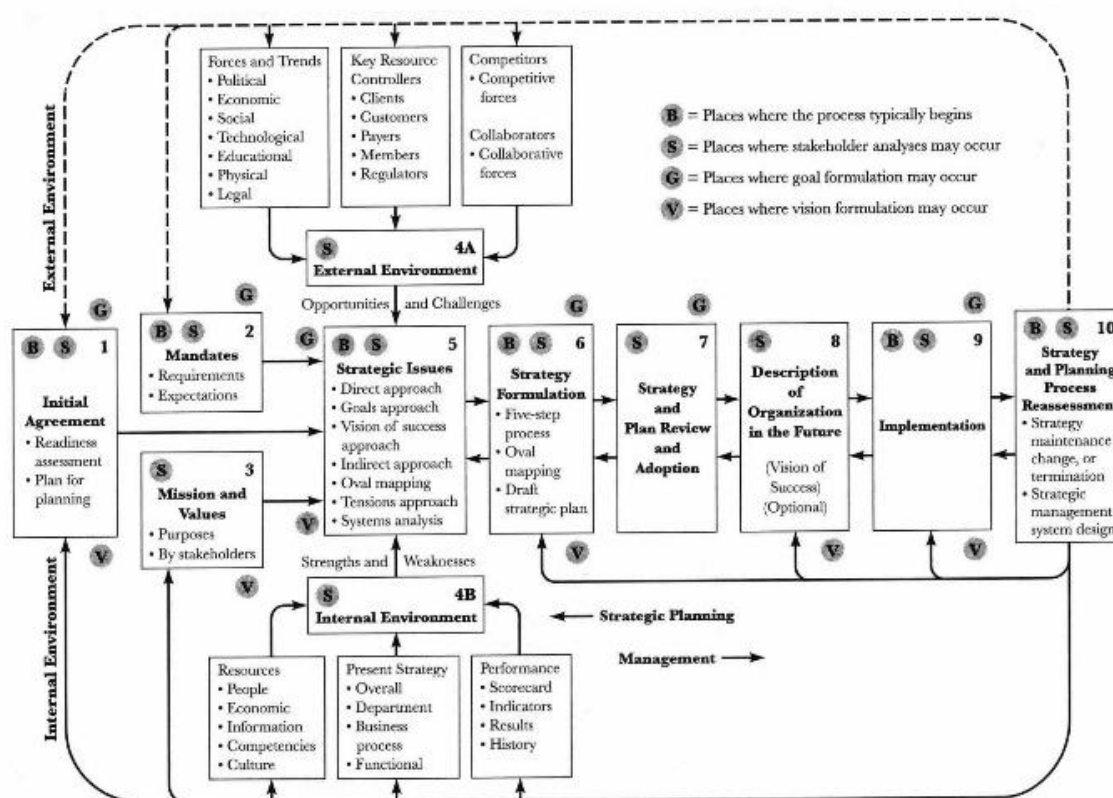


Figure 1. Bryson's strategic planning model.

Bryson's strategic planning model (Bryson, 2018)

SWOT (Strength Weakness Opportunity Threat) Analysis [\(Gürel, E., & Tat, M., 2017\)](#) is used to categorize internal strengths and weaknesses, as well as external opportunities and threats. The tool is aligned with resource-based theory [\(Barney, 1991 as cited Madhani, 2010\)](#), which holds that sustainable advantage is achieved by identifying and leveraging internal resources that are difficult to replicate. SWOT Analysis.

RESULT AND DISCUSSION

SWOT Analysis

To produce appropriate and accurate strategic planning, it is necessary to collect information about internal and external factors that affect the organization. This is included in the environmental scanning step. Glaister and Falshaw emphasize SWOT analysis as a vital component of strategic planning, instrumental in helping businesses identify and leverage their strengths while addressing weaknesses (Ghaleb, 2024). SWOT analysis is one of the tools that can be used to analyze internal strengths and weaknesses and external opportunities and threats faced by the organization. The results of this analysis help in formulating effective strategies and can determine a systematic and comprehensive approach, the entity can achieve sustainable growth and long-term success (Barja, 2024). In SWOT there are four quadrants, organizations that understand the SWOT matrix quadrants, will be able to identify key areas that need to be improved or utilized (Barja, 2024). In other words, organizations can formulate more focused and effective action plans to improve performance, overcome challenges, and take advantage of opportunities in the business environment.

Strength

One of the key strengths identified is the effectiveness of the Farmer Field School (Sekolah Lapangan) approach, which has proven successful in engaging communities. This method provides a direct, hands-on learning environment within real-life contexts, helping participants to experience and internalize the learning process. Another strength lies in the composition of the team itself. The team is made up of young, energetic individuals from diverse backgrounds. This diversity fuels innovation and enables the organization to adopt cross-perspective approaches in program implementation. Furthermore, the organization has established strong relationships and a track record with major corporate partners in the context of CSR and program collaboration. These relationships open doors to mid-term and long-term funding and partnership opportunities.

The organization also has a proven track record of implementing programs with measurable results on the ground. This solid portfolio enhances credibility with donors, partners, and other institutions. Many refer to the organization's approach as a model for effective community empowerment. Additionally, the organization is known for its adaptive mentoring practices that are sensitive to local contexts. This adaptability enhances the effectiveness of social interventions and builds trust within communities. Lastly, the program management systems in place are fairly structured, indicating that there is already a working standard in operations that can be developed further into a more systematic model.

Weakness

Despite its strengths, WEI also has several weaknesses identified in the FGD. One of the weaknesses expressed in the discussion is the gap between what the community needs and what solutions can be provided by the organization at the moment. Many people in rural and

marginalized areas have crucial and urgent issues but the organization has obstacles to reaching them. In addition, the gap between field needs and organizational capabilities is also made worse by a high workload. Another weakness that was conveyed in the discussion was the lack of Standard Operational Procedures (SOP) and management systems that can help to carry out the daily work and project implementation. The weakness that is often discussed is financial issues. Widya Erti Indonesia's dependence on donors, makes the organization's ability to sustain its operations and implement programs initiated by Widya Erti Indonesia itself vulnerable in the context of fulfilling the organization's vision and mission. Although Widya Erti Indonesia has been established since 2014, there are still many things that need to be improved and strengthened. This awareness helps organizations understand what things hinder organizational development and how to determine the right strategic planning.

Opportunities

Opportunities in SWOT analysis are used to see the potential of the external environment that can have a positive impact on the organization. WEI as a non-profit organization that works to help empower communities in rural and marginalized areas is in line with the issue of sustainability which is currently still considered as an important issue that continues to be discussed in every national and international forum. The issue of sustainability is also a concern for many stakeholders in Indonesia, including the private sector. Based on data from the Financial Services Authority (OJK), by 2023 more than 95% of public companies in Indonesia have adopted the principles of Environmental, Social, and Governance (ESG). According to the Sustainability Counts II Report from PwC Asia Pacific, in 2019 there were only 54 companies that listed in Indonesian Stock Exchange (IDX) that published sustainability reports, but in 2020 the number increased to 154 companies. This shows that nonprofit organizations like Widya Erti Indonesia have a great opportunity to work with the private sector in implementing their programs.

From the United Nations report on the achievement of SDGs in 2023 ([United Nations, 2023](#)), it was stated that the progress of SDG 1: Poverty Reduction, showed slow and uneven progress, which will cause hundreds of millions of people to be at extreme poor level by 2030. Although this is also influenced by the impact of the Covid-19 pandemic, if this trend continues, only a third of countries will be able to halve the national poverty rate by 2030. This is also seen for SDG 2 Zero Hunger, SDG 4 Quality Education, and SDG 8 Decent Work and Economic Growth, several SDGs that relate with Widya Erti Indonesia missions

Threats

Despite opportunities, the other part of the external environment of the organization that needs to be considered is threats. One of the main threats discussed in the FGD is the increasing competition in obtaining funding from donors. Grant funding is currently becoming more competitive with the number of non-profit organizations in Indonesia, including international non-profit organizations that have finally opened entities in Indonesia. Meanwhile, the number of donors and funding is not balanced with the number of non-profit organizations currently in Indonesia. Another threat raised in the discussion is the similarity of approaches used by many

non-profit organizations today. Many organizations now apply community-based approaches, participatory training, and local empowerment strategies. While these approaches are good for the community, they also make it difficult for stakeholders to differentiate between one organization and another.

Steeple

STEEPLE (Social, Technology, Economic, Environmental, Political, Legal, Ethical) Analysis is a tool used for conducting an external analysis of the factors that may influence an organization's operations and strategic direction. It is an extension of the widely known PESTLE Analysis (Political, Economic, Social, Technology, Legal, and Environment) with the added focus on Ethical factors, providing a more comprehensive understanding of the external environment. The framework for analyzing external factors affecting an organization or business has been developed since the 1960s by a researcher named Francis Aguilar. In his book he advised decision makers to categorize economic, technological, political and social aspects. This concept developed starting from Aguilar's ETPS model, which became the basis for popular frameworks today such as PESTLE or STEEPLE in strategic planning ([More, 2015](#)).

Social

Currently, global issues have shifted, from previously focusing on politics and security to matters related to sustainable development and socio-economics. This shift is due to changes in the perspectives of many countries. The concept of a country's security and stability, which was previously measured by its military strength, has now expanded to human security or individual security that focuses more on society so that the threats faced are also more diverse ([Samadi, M., & Mirabbassi, S. B., 2017](#)). Security is a concept that emphasizes the integration of multiple dimensions of security, including Economic Security, Food Security, Health Security, Environmental Security, Personal Security, Community Security, and Political Security ([Poverty and the role of NGOs in protecting human security in Indonesia., 2016](#)). These dimensions are present in most countries globally, and their resolution requires cooperation from all sectors and stakeholders. In many rural areas in Indonesia, traditional values around farming and land are still very strong.

Technology

In the era of technological and digital development, in some areas there is still minimal internet and digital connectivity in rural communities, especially in the Widya Erti Indonesia project areas such as Riau, Kalimantan, and Tana Toraja. This is an obstacle for farmers to gain access to online training, digital literacy and work on a wider market. This situation is in line with the opinion in the Organization for Economic Co-operation and Development (OECD) Report which emphasizes that the lack of digital infrastructure in rural and remote areas is one of the factors inhibiting economic development and widening the social gap between urban and rural areas (OECD, 2018).

Economic

One of the main problems of the economy in Indonesia is the uneven economic growth. According to BPS data ([BPS, 2023](#)), the impact of the downstreaming of natural resources in the form of nickel, the growth of Gross Domestic Product (GDP) in 2023 in North Maluku province reached 20.49%. While in West Nusa Tenggara province, GDP was only 1.8%. This uneven economic development growth requires the role of NGOs or non-profit organizations such as Widya Erti Indonesia to be able to access remote locations with empowerment and sustainable approaches.

For the Medium-Term Development Plan (RPJM), the latest one was issued in 2020 with the aim of being a point to achieve the Vision of Indonesia 2045. In this plan, there are five main directions to implement the Nawacita mission and the Vision of Advanced Indonesia, namely Human Resource Development, Infrastructure Development, Simplification of Regulations, Simplification of Bureaucracy, and Economic Transformation

Environmental

One of the main focuses of Widya Erti Indonesia's mission is environmental sustainability. Current environmental issues are of great concern. Environmental damage such as deforestation, forest degradation, climate change, and pollution threaten the survival of living things. The loss of several forests in Indonesia has reduced the function of forests as carbon sinks, which worsens climate change. This has often happened since the era of decentralization, where regions have greater authority to manage natural resources, but in practice it is often misused. [Ardiansyah et.al. \(2015\)](#) stated in his journal that decentralization turned out that development in Indonesia not only encouraged economic growth but also resulted in environmental degradation, including deforestation, as well as conflicts between local communities and resource extraction companies. This can also have a negative impact on the economy and welfare of the community itself.

Political

Indonesia's political landscape plays a crucial role in shaping the activities and strategies of non-profit organizations like Widya Erti Indonesia. With decentralization policies in place, local regions are given significant autonomy to manage their own development. In the journal [Antlov et al. \(2016\)](#) states that decentralization and direct election of district executives and legislators allow villages to take advantage of political competition at the district (and sometimes provincial) level. This can be said that villages can submit their proposals, projects, or needs, and candidates or elected officials are willing to allocate budget or support in order to gain political support.

Legal

Widya Erti Indonesia is committed to sustainability development in Indonesia, Therefore, Widya Erti Indonesia must to ensure that the activities are not against the Indonesian Law both national laws and regional regulations and Widya Erti Indonesia must be able to direct the legal framework. The legal situation in Indonesia is formed by several factors including the state regulatory framework for non-governmental organizations (NGOs), land use, environmental protection, and labor laws. There are several legal factors that affect Widya Erti Indonesia's operations include the NGO Law ([Republic of Indonesia, 2013](#)) which NGO requires to comply strictly to governance standards and operational transparency, laws on environmental sustainability such as the Environmental Protection and Management Law ([Republic of](#)

[Indonesia, 2009](#)) which is very important for Widya Erti Indonesia's movement in promoting sustainable agricultural practices and overcoming the impacts of climate change in local communities.

Ethical

Indonesia as a pluralistic country with rich diversified culture, presents ethical considerations in regard of local traditions and values respect. Especially concerning Widya Erti Indonesia's activity with the rural-communities, this is important to ensure that initiatives accidentally interfere local mores or contribute to social inequality. The ethical fundamental of community empowerment is part of Widya Erti Indonesia's approach, which aims to improve local decision-making without enforcing external values that may misalign with the needs or ideas of the community ([Bappenas, 2023](#)). Widya Erti Indonesia faces ethical challenges not only limited to operational behavior, but also includes efforts to navigate the complexity of cultural and social norms in various regions in Indonesia. Widya Erti Indonesia encourage an ethical approach to community engagement that prioritizes inclusivity and mutual respect, by practicing culturally sensitive development and ensuring the active participation of local stakeholders.

Business Solution

Using the combination of SWOT and STEEPLE, a comprehensive understanding can be produced regarding the organization's internal capabilities along with the external environment where it operates. The double-layered assessment allowed the identification of essential strengths and opportunities, as well as the weaknesses and threats, to ensure the fulfillment of Widya Erti Indonesia's mission along with the sustainability and effectiveness. Using the information provided as the basis for the strategic plan, the proposed strategic plan uses John M. Bryson's strategic model for public and non-profit organizations as the framework offered a balanced composition of structure and flexibility which aligned with the organization's participatory values and adaptive management needs.

This model also encourages determination of a clear vision, mission, and values, while being able to engage stakeholders inclusively to identify and prioritize key strategic issues that affect the organization. The implementation of this strategic planning model is not only used for the formality of the organization's documents but can also be used as a road map for leaders and all internal parts of the organization to conduct the work, making decision, and increase organization resilience in accordance with the agreed vision and mission.

The strategic plan is customized based on Widya Erti Indonesia's condition as their role is the combination of education, community development, environmental preservation, and sustainable agriculture. Hence, the plan was turning the analytical findings into actionable steps that ensure the operational sustainability and expansion of social impact.

Strategic Planning

According to Bryson's strategic planning model, the initial steps in developing a comprehensive and actionable strategic plan for non-profit organizations were clarifying the organization's mission

and vision and identifying key strategic issues. The purpose of this step is to ensure the planning activities are based on the same understanding of purpose and intended impact. As for Widya Erti Indonesia context, it is critical for the organization as the nature of the operational context and the need to balance the relevance and sustainability in a non-profit landscape. The envisioned future during the 2025-2030 strategic period is the creation of educated and empowered communities that actively engage in creating a fair and sustainable social environment. This vision became the center of the organization's long-term aspiration, not just on the empowerment of the marginalized, but also on the encouragement of active participation in shaping a sustainable and just system. The reflection from the vision is Widya Erti Indonesia's comprehensive understanding of development as both a process and a collective outcome, where knowledge, empowerment, and environmental justice are in one place.

Tabel 1. Strategic Framework based on Bryson's Theory

Element	Description
Vision	To create educated and empowered communities that are actively involved in creating a fair and sustainable social environment.
Mission	3 pillars of Educate, Empower, and Engage.
Strategic Issues	- Missalignment between field needs and organizational capacity. - Limited internal systems and standardization. - Over-reliance on donor funding (unrestricted fund). - Limited visibility and policy engagement. - Risk of burnout and overlapping roles. - Lack of post-program sustainability planning. - Lack of clear value proposition in a crowded NGO ecosystem. - Limited use of digital and frugal innovation.
Goals (2025-2030)	To ensure operational sustainability Goal 1: Strengthen internal system. Goal 2: Secure diversified income. To expand social impact Goal 3: Expand social impact through innovation. Goal 4: Improve stakeholder trust and visibility.

In support of this vision, Widya Erti Indonesia reaffirmed its mission, which rests on three strategic pillars: Educate, Empower, and Engage. These pillars are not merely thematic classifications but are operational principles that shape program design, field implementation, and stakeholder partnerships. "Educate" underscores the role of knowledge-building, whether through technical training or awareness-raising. "Empower" reflects Widya Erti Indonesia's commitment to create empowerment through the independency capacities of community members. Finally, "Engage" emphasizes inclusive participation, collaborative governance, and cross-sectoral partnerships as key to sustaining long-term impact. With the vision and mission clearly articulated, the organization turned to identifying strategic issues that would inform the structure and focus of the planning process. Through an integrated assessment of internal capacity and the external factors, analyzed via the SWOT and STEEPLE frameworks, a set of eight interrelated strategic issues were identified. These represent both barriers and inflection points for Widya Erti Indonesia's growth and effectiveness as a nonprofit organization.

The first issue is about the mismatch between community needs and the organization's capacity to reach all rural and marginalized communities in need. Widya Erti Indonesia still has limitations in conducting interventions, especially in terms of area coverage and the number of competent experts. These limitations are also influenced by an inadequate internal system, which leads to the second strategic issue, namely limited internal system and standardization. This internal system will greatly affect operational consistency and the expected quality standards. Standardization and strengthening of the internal system are also needed by Widya Erti Indonesia if it wants to increase the scale of its impact, such as when opening a new project or expanding to other areas.

The organization's operational dependence on income from restricted funds, especially from grants and service contracts, is also a very crucial strategic issue because it concerns the continuity of the organization's operations in the future. Although the remaining budget from service contracts can be diverted to unrestricted funds, the amount is not necessarily always significant. This concern occurred sector-wide as many nonprofits faced challenges in equating the short-term project cycle with the long-term need for organizational resilience. To address this issue, not only diversification of fundraising is required, but also a clear statement of Widya Erti Indonesia's unique value proposition in a dense NGO ecosystem, which is also identified as a strategic challenge.

Furthermore, the organization acknowledges the visibility and policy engagement limitations at the national and international levels. To keep Widya Erti Indonesia within the periphery of influential networks, strategic communication and well-planned policy positioning are required. In addition to that, the risk of burnout and unclear staff roles threatens both performance and morale of the staff, as burnout is related to unclear work distribution and an absence of solid human resource planning. Another identified issue is the lack of post-program sustainability planning, where the program is unable to sustain its outcome both financially and institutionally beyond the project life cycle. It becomes complex for communities that rely on long-term intervention to break free from the poverty cycle or ecological degradation. The final concern is related to the limited use of digital and frugal innovation. This impedes program efficiency and scalability, particularly when technological adaptations can improve the outreach with minimum expense.

From these strategic issues and in accordance with the core of the vision and mission, Widya Erti Indonesia can set four strategic goals that will be the main focus in their strategic planning for 2025-2030. Each of the four strategic goals set for the next five-year period is formulated as a solution response that targets strategic issues previously identified through SWOT and STEEPLE analysis. These goals are organized under two overarching outcomes: ensuring operational sustainability and expanding social impact. These goals are not independent; rather, they are interdependent and mutually reinforcing. Widya Erti Indonesia's internal aspirations and the external demands of its operational context are reflected in these goals. Together, they serve as a roadmap to reduce the vulnerabilities, unlock organizational potential, and ensure the organization's long-term sustainability and relevance of work. These goals are organized under two overarching outcomes: ensuring operational sustainability and expanding social impact. These goals are not independent; rather, they are interdependent and mutually reinforcing. Widya Erti Indonesia's internal aspirations and the external demands of its operational context are reflected in these goals. Together, they serve as a roadmap to reduce the vulnerabilities, unlock

organizational potential, and ensure the organization's long-term sustainability and relevance of work.

The implementation plan outlined below is designed to be adaptive and realistic, aligning closely with the organization's internal capabilities and the external context in which it operates. This plan not only reflects the findings from the SWOT and STEEPLE analyses but also follows Bryson's strategic planning model, which emphasizes mission alignment, stakeholder involvement, while adapting to external needs and internal capacity.

Table 2. Implementation Stages

No	Goals	Implementation Stages
1	Strengthening Internal System	Development SOP Development of ERP System Staff Capacity Building
2	Building Stable Financial Base	More on service based-project Development of social enterprise Create a reserve fund
3	Improving organization program	Expand innovative program like Rurise Use Technology to reach more people Implementation of MEL system and KM
4	Becoming more visible and trusted	Implementation of communication strategy

After all stages of implementation phase have been carried out, a reassessment needs to be conducted as an evaluation and preparation process for the preparation of the next strategic planning. In this third phase, a comprehensive report of the strategic planning implementation needs to be delivered, including the results of the two main goals. The achievement of the operational sustainability goal can be monitored from the income and financial resilience that have been developed. Then, the achievement of the expanding social impact goal can be monitored through the quantity and quality of the results of programs and projects that have been carried out during the strategic planning period. Through the reassessment process, the organization can see the evaluation results of the strategic planning that has been implemented and make decisions regarding future strategic planning. This third phase will be carried out towards the end of the period, between Q1-Q2 2030, as well as introducing the initial preparation of the next 5-year strategic planning.

CONCLUSION

The purpose of this research is to prepare Widya Erti Indonesia a strategic plan that improves operational sustainability and broaden the social impact of the program. This research uses qualitative approach, Focus Group Discussions (FGDs) and document analysis, supported by strategic tools such as SWOT and STEEPLE. This study has several limitations, including being

limited to one case study in one organization and not adopting a quantitative approach to measure impact. Therefore, the findings are contextual and cannot be generalized widely.

Based on the findings the conclusion are made using the research questions:

1. Internal strengths and weaknesses of Widya Erti Indonesia in achieving its social impact and operational sustainability

In addition, Widya Erti Indonesia has strength but also faces some internal weakness that could obstruct the long-term sustainability and ability to measure beside the strength. The weakness includes limited unrestricted funding, that unflexible to cover operational and organization costs. The workload distribution among team members is often uneven, that can induce to inefficient and exhaustion. In addition, implementation of the program is almost structured, the organization remain lacks of standardized models for monitoring, evaluation, and organizational learning. The human resource and internal management system have internal gaps that highlight the requirement for capacity building.

2. External opportunities and threats does Widya Erti Indonesia face in the context of sustainable rural development

Widya Erti Indonesia operates in the area that presents both strategic opportunities and critical risks, in the external environment. There is enlarging international and national emphasis on comprehensive rural development, ESG adaptation by the private sector, and collaborative cross-sector to achieve the SDGs. These trends in line with Widya Erti Indonesia's existing capabilities and provide a favorable issue for expanding its partnerships, funding base, and influence. Moreover, the Government of Indonesia's commitment to rural-based development creates further momentum for organizations like Widya Erti Indonesia to contribute actively at the grassroots level.

3. Widya Erti Indonesia develop stronger Strategic Plan to improve the sustainable operational and social impact

This study recommends a strategic plan that focuses on three main priorities: strengthening internal governance and systems, diversifying funding sources to increase the portion of unrestricted funds, and escalate tested community-based program approach, these recommendations is made based on internal and external analysis. The strategic plan is arranged based on Widya Erti Indonesia's mission and take advantage of organization's strengths, meanwhile overcoming capacity gaps that hamper long-term sustainability. The strategic plan also recommends the development of strategic partnerships not only for funding but also for technical collaboration, learning, and innovation. In addition, the strategic plan underlines the organizations of monitoring and evaluation methods to increase accountability and impact measurement. By coordinating organizational capacity with external opportunities, and implanting ability to adapt into the strategic guidance, Widya Erti Indonesia will have a better position in sustainable operations and conduct wider and deeper social impact in the next five years.

Eventually, further research is recommended to test this sustainability strategy model in various

types of non-profit organizations in other regions or use a quantitative approach to measure its impact on social and operational performance.

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