

The Innovation of Gender Mainstreaming Implementation: A Study on Gender Festival at the Ministry of Environment and Forestry

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Abstract: Government agencies need to carry out public policy innovations to deal with changes that occur quickly and dynamically. The Ministry of Environment and Forestry (MoEF) developed an innovation called the Gender Festival as an effort to transform a "Gender Neutral" work environment into a "Nature Gender." This study, therefore, aims to evaluate the fulfillment of innovation aspects and the obstacles encountered in the Gender Festival by using the Australian Public Sector Innovation Indicators (APSII) theory. This qualitative-descriptive research collected data through interviews and documentation data. Data were then analyzed using Miles and Huberman's interactive analysis. The study findings demonstrated that the Gender Festival fulfilled 12 of the 15 aspects of innovation based on the APSII criteria. They comprise investment in innovation, human resources and skills innovation, staff attitudes and attributes for innovation, sources of innovation, technological infrastructure for innovation, diffusion of innovation, innovation culture and leadership, innovation strategy, activities and implementation, types of innovation, innovation novelty, and intangible outputs. On the other hand, the obstacle to implementing a Gender Festival was the limited number of human resources with sufficient capacity to understand gender in managing the workload, which is quite heavy; as a result, innovation collaboration, innovation management practices, and innovation intensity could not be implemented.

Keywords: *Innovation; Gender Mainstreaming; Gender Festival*

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INTRODUCTION

Innovation is an obligation for every public organization at the central and regional levels so that public organizations can improve the quality of service to be more effective, efficient, and productive (Cirera et al., 2020; Gow, 2014; Sururi, 2017). One of the public organization innovations that needs to be done is to transform public organizations that were gender neutral into public organizations that are gender in nature. The importance of policy innovation related to gender is because gender issues are not only limited to local or national issues but also occur at the international level (Brody et al., 2013; Emanuela & Petra, 2017; Mahapatro, 2014; Nesti, 2019).

The Indonesian Government is committed to realizing justice and gender equality through the Gender Mainstreaming (hereinafter abbreviated as GM) strategy. Some of the things that

encourage the implementation of this strategy are the fact that the Gender Development Index, Gender Empowerment Index, and Gender Inequality Index in Indonesia remain suboptimal. Although the Gender Development Index and Gender Empowerment Index have increased from year to year, the Gender Inequality Index (GII) still shows unsatisfactory results and gender disparities in various fields of development still occur. This can be observed in Figure 1, where Indonesia was currently ranked 121 out of 162 countries with a GII score of 0.48. The GII value globally was 0.436, and Indonesia's position was above the GII value globally. The higher the GII value, the higher the gender inequality (Kementerian Pemberdayaan Perempuan dan Perlindungan Anak, 2021).

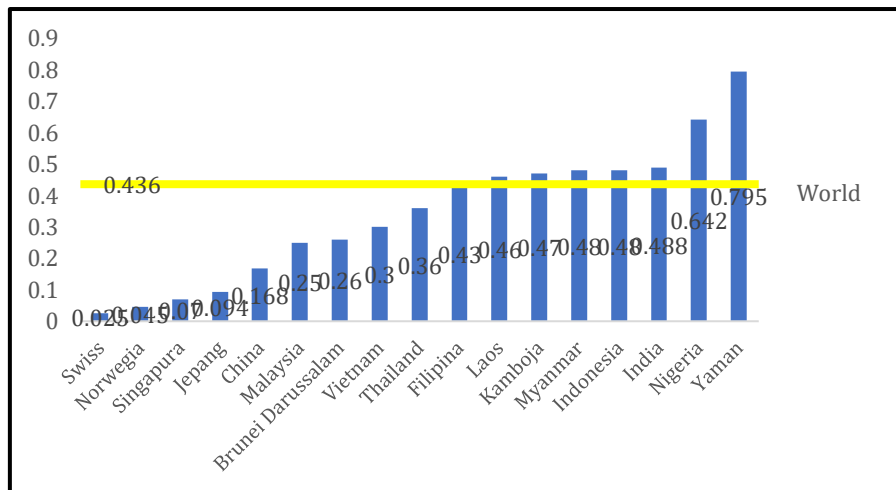


Figure 1. Gender Inequality Index (GII) of ASEAN countries and several other countries, 2019. Source: UNDP Human Development Report (2021)

Responding to gender issues at the international and national levels, the Indonesian Government issued various regulations, such as Presidential Instructions, Presidential Regulations, Ministerial Regulations, and laws (Susanti et al., 2019). For example, to achieve gender equality and empower all women and girls, the Indonesian Government stipulates Presidential Regulation Number 18 of 2020 concerning the National Medium Term Development Plan (RPJMN) 2020-2024, where GM is set as a strategy to realize gender justice and equality, and every ministries/institution must apply it according to their respective task fields. In Indonesia, the journey to implement the GM strategy began with the enactment of Presidential Instruction Number 9 of 2000 concerning Gender Mainstreaming in National Development (Presiden Republik Indonesia, 2000, 2020).

Furthermore, the Indonesian Government monitors and evaluates the implementation of GM at each ministry/agency and local government and gives an award named Anugerah Parahita Ekapraya (APE) to ministries/agencies and local governments for their commitment to realizing gender equality, empowering women, and protecting children (Pemerintah Kota Bukittinggi, 2021).

Specifically, the Ministry of Environment and Forestry (MoEF) is one of the ministries that received the Mentor level APE award in 2018 and 2020. With the Mentor-level APE award, the MoEF carried out an innovative GM policy called the Gender Festival. The Gender Festival is GM's innovation to transform the work environment, which was originally gender neutral into gender in nature. The Gender Festival was implemented in 2021 with the theme "Equal Together for a More Resilient Development" (Kementerian Lingkungan Hidup dan Kehutanan, 2021c, 2021b).

From the introduction, this research aims to evaluate a policy innovation called Gender Festival using an innovation instrument developed by the Australian Public Service called APSII (Australia Public Sector Innovation Indicators Framework). The Australian Public Service (APS) developed the APSII to assess public sector innovation in increasing productivity and efficiency (Green et al., 2014; Kattel et al., 2015).

This research has empirical novelty and theoretical novelty. Much research on policy innovation has been carried out, including by Cirera et al. (2020), with a focus on studying how to

create capabilities in designing and implementing innovations in developing countries; Şandor (2018) regarding the difficulties in defining and measuring innovation; and Edler and Fagerberg (2017) on the rationale, lessons, and challenges of policy innovation. However, a review of policy innovations regarding GM, especially the Gender Festival at the MoEF, has never been carried out. In addition, this research adopted the APSII model theory, where this model has never been applied in the context of GM evaluation. The use of APSII theory was, in fact, limited to the input, process, and output aspects since the outcome aspect could not be carried out, considering that the Gender Festival would only be implemented in 2021.

RESEARCH METHOD

This research is qualitative-descriptive to understand the phenomena that occur based on the views of the participants (Creswell, 2016). This research was conducted to find out how to fulfill the innovation aspects of the Gender Festival activities using the APSII framework. The research data was obtained through interviews, documents, and audio and visual materials (Creswell, 2016). Research informants were determined by purposive sampling with the consideration that informants could provide information to researchers accurately (Leavy, 2017). Therefore, there were three sources to obtain the primary data: Ernawati Eko Hartono, S.Hut, M.Si, as the initiator of the Gender Festival; Dani Wahyu Munggoro as the Gender Festival implementation team; and Arfan Adhi Kurniawan as GLEADS and TEACH Coordinator. Then, in the validity of the data used, triangulation of sources and methods with various considerations was employed to produce good data accuracy (Neuman, 2014). Moreover, the data analysis techniques utilized interactive analysis, encompassing condensing data, presenting data, drawing conclusions, and verifying (Miles et al., 2014).

RESULTS AND DISCUSSION

Policy innovation has many different definitions, but in general, it can be interpreted as the creation of new policies or regulations, programs, and services that can lead to very significant improvements in outcomes or experiences for the public (Gow, 2014; Muadi & Sofwani, 2016; Sururi, 2017). As an innovation in the field of GM acceleration, the MoEF held an activity called the Gender Festival. This is based on the initiative of the MoEF leaders who want GM not only to be an exclusive activity but also to be an inclusive activity every step of the way for all the MoEF people and foresters. In addition, the Gender Festival is also an answer to the challenges faced by the MoEF to change the working environment, which was originally "Gender Neutral" to "Gender Nature." This is, of course, not easy to do because transforming GM into daily life at the MoEF requires systemic, massive, and sustainable intervention. Hence, the Gender Festival Innovation was created.

As stated in the research objectives, the Gender Festival will be analyzed using the APSII framework. The Gender Festival was evaluated to determine whether it could fulfill the aspects contained in the dimensions of the APSII framework, starting from the input, process, and output dimensions. Some of these aspects can be seen in Figure 2.

Inputs	Process	Outputs	Outcomes
Investment in innovation	Diffusion of innovation	Innovation (activities and implementation)	Societal and environmental impacts
Human resources and skills for innovation	Innovation collaborations	Types of innovation	Quality, efficiency and productivity
Staff attitudes and attributes for innovation	Innovation management practice	Innovation novelty	Improved employee satisfaction
Sources of innovation	Innovation culture and leadership	Innovation intensity	Benefits for users
Technological infrastructure for innovation	Innovation strategy	Intangible outputs	Other intangible effects (e.g. trust and legitimacy)
Environmental conditions			
User demand and supplier capacity	Wider public sector leadership and culture	Political and legislative factors	Other enablers/barriers to innovation (e.g. research basis, skills shortage)

Figure 2. Australian Public Sector Innovation Indicators Framework

Source: Şandor (2018)

The Gender Festival has four main activities: GLEADS (Gender Leader Summit), TEACH (Training for Activating Eco-gender Champions Hub), GENERATION (Gender Mainstreaming Competition), and PESTA (Ecogender Week for Forest and Nature Conservation). The description of the four main activities is as follows.

Table 1. Gender Festival Main Activities

<i>Activities</i>	<i>Definition</i>	<i>Targets</i>	<i>Tools</i>
GLEADS	It is a routine virtual meeting of MoEF leaders to discuss content – experience, knowledge, and skills in building a GM strategy.	Echelon 2 level officials (40 targets)	Zoom Meeting
TEACH	They are entry-level activities for echelon 3 and staff, both structural and functional, within the MoEF environment. TEACH participants are expected to gain content enrichment and GM context as well as other soft skills, such as leadership communication, facilitation, and presentations from various expert sources from internal and external MoEF.	MoEF’s state civil servants as echelon 3 officials and staff (1000 targets)	Zoom Meeting and YouTube
GENERATION	It is a GM initiative, implementation, and innovation competition in the Ministry of Environment and Forestry work unit. The competition material uses the criteria and indicators that are already available in Government Regulations regarding GM to test how deeply GM is implemented in all work units in the MoEF and help update gender data within the MoEF.	GLEADS and TEACH participants	WhatsApp, Zoom Meeting, Video
PESTA	It is the highlight activity of the MoEF Gender Festival, containing announcing awards for GLEADS and TEACH participants.	GLEADS and TEACH participants	Offline for GLEADS and online for TEACH

1. Input Dimensions

The input dimensions comprise five aspects of innovation, namely (1) Investment in innovation, (2) Human resources and skills for innovation, (3) Staff attitudes and attributes for innovation, (4) Sources of innovation, and (5) Technological infrastructure for innovation.

a. Investment in innovation

Cirera et al. (2020) define investment in innovation as the basic capital for innovation. Investment in innovation can be seen based on the fulfillment of budgetary factors and supporting policies. As one of the basic assets, the budget has a strategic role in managing the wealth of public organizations. Public organizations certainly want to provide the best service to their people, but it is not uncommon for public organizations to encounter obstacles caused by a lack of resources. Budgeting is a process of allocating limited resources to meet organizational needs.

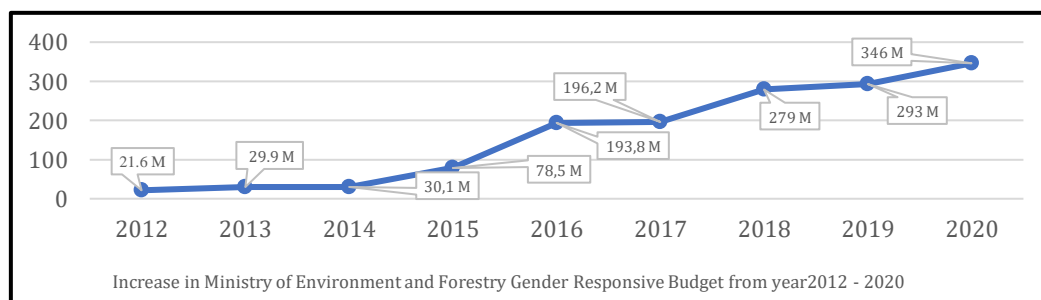


Figure 3. Implementation of MoEF’s Gender-Responsive Budget
Source: MoEF (2021c)

A budget can be interpreted as a plan realized in financial form, including proposed expenditures estimated for a while, as well as suggestions for ways to meet these expenditures. The budget is also the organization's work plan for the future in quantitative, formal, and systematic forms. At MoEF, the implementation of gender-responsive budgeting in each of its activities from year to year has continued to increase from the initial amount of 21.6 billion in 2012 to 346 billion in 2020.

A gender-responsive budget is a budget that has been tagged as a gender budget in the budgeting system and is equipped with gender analysis techniques, both at the planning stage (named Gender Analysis Pathway) and at the budget stage (named Gender Budget Statement). With this gender analysis, it can be ensured that every rupiah spent on MoEF activities has taken into account the active involvement of women and men in access, participation, control, and development benefits.

Apart from the budget, there are supporting policy factors as the basis for innovation. The Gender Festival Innovation results from the interpretation of existing policies, such as Presidential Instruction Number 9 of 2000 concerning Gender Mainstreaming in National Development, Regulation of the MoEF Number P.31 of 2017 concerning Guidelines for Implementing Gender Mainstreaming in the Environment and Forestry Sector, Regulation of the Minister of Finance Number 208 of 2019 concerning Guidelines for the Preparation and Review of Work Plans and Budgets of Ministries/Agencies and Ratification of Budget Execution Forms, and Presidential Regulation Number 18 of 2020 concerning the 2020–2024 National Medium Term Development Plan.

b. Human resources and skills for innovation

Human resources (HR) is one of the input instruments that must be owned in carrying out innovation (Cirera et al., 2020). HR is a human being who has the power, energy, and competence to do something. In the Gender Festival, HR is an activity supporter as well as a target in transforming GM into the MoEF work environment from gender-neutral to gender nature. The Gender Festival is expected to have an impact on 15,875 MoEF employees throughout Indonesia, both those who take part in the activities directly or indirectly.

In supporting the implementation of GM activities, the MoEF has an ad hoc institution called the Gender Mainstreaming Working Group and a Gender Mainstreaming Working Subgroup. The GM Working Group of the MoEF is an ad-hoc institution consisting of representatives from each Echelon I under the coordination of the Secretariat General of the MoEF. The GM Working Group of the MoEF is a forum for discussion and consensus-making as well as making recommendations for decision-making by the minister or decision-makers in the MoEF.

During the implementation of GM activities, one of the obstacles encountered was the absence of the top leader at GM meetings and only being represented by staff. This resulted in the indifference of MoEF employees in the GM sector. Therefore, it is hoped that the Gender Festival will be able to target all employees at the MoEF, both staff and leaders of the MoEF.

Furthermore, the MoEF initiated other supporting tools in the form of guidelines for GM implementation in its environment. Examples of these guidelines include Guidelines for Compiling Disaggregated Data, Guidelines for Monitoring and Evaluation of Gender Responsive Budgets, Guidelines for Gender Audits, and others (MoEF, 2020). This was explained in the interview as follows:

"... there are GM documents prepared as guidelines for understanding GM implementation as well as guidelines for monitoring and evaluation ..."

c. Staff attitudes and attributes for innovation

Employee attitudes and attributes are essential in innovation. Cirera et al. (2020) stated that the proactive attitude and enthusiasm of employees can facilitate the achievement of innovation goals. The enthusiasm of an employee at work is something that needs to be taken into account in implementing innovation because this is related to the employee's attitude towards the innovation being carried out. Humans, as living beings, need enthusiasm and enthusiastic feelings so that they can work continuously and make them do work with joy. This enthusiasm is shown by the interview data as follows:

"... when carrying out their assignment, they were very active; they even came to the phone to ask about the assignment..."

The active attitude and enthusiasm of MoEF employees participating in GLEADS and TEACH are evidenced by the many innovations they produced (a total of 262 innovations), consisting of product innovation, process innovation, organizational innovation, and communication innovation. According to Cirera et al. (2020), these employee factors and attributes will influence the way they carry out their roles, apply work skills, and use their task autonomy in carrying out innovations. MoEF employees participating in the Gender Festival signified that they would be responsible for transforming activities that were originally gender-neutral into activities that are gender-responsive in nature.

d. Sources of innovation

The source of innovation is the origin of innovation, the creation of innovation to solve an existing problem. Cirera et al. (2020) explained that innovation can come from learning from previous experiences or, indeed, a complete innovation. The Gender Festival Innovation was carried out based on the experience that the MoEF as a ministry/institution has received the Mentor-level Anugerah Parahita Ekapraya. This award is given to ministries/agencies or regional governments that, in addition to implementing the seven key GM prerequisites, have also developed innovations to accelerate GM. With this mentor title, the MoEF must be able to become an example for other ministries/agencies in implementing and developing GM innovations. Therefore, a massive movement is needed to mobilize all civil servants in MoEF to discuss gender. This is the background for the presence of the MoEF Gender Festival in transforming gender neutrality to achieve the nature of gender. This is evidenced by the following interview data:

"..the MoEF Gender Festival is being held because the MoEF has received the title of mentor... Therefore, the MoEF will be ashamed if gender equality is not down to earth.

Therefore, all civil servants of MoEF must discuss gender properly and correctly without coercion. This requires a massive movement to transform gender from gender-neutral to gender-nature.

e. Technological infrastructure for innovation

Technology infrastructure for innovation describes how the availability and skills of employees in utilizing technology to implement innovation. This will impact the processes, outputs, and outcomes resulting from innovation. Here, policymakers must assess the capacity needed to implement innovations, especially if they are new, have new modalities, or require knowledge and skills (Cirera et al., 2020).

As an innovation, Gender Festival is present amid a pandemic; therefore, capacity is needed to utilize various kinds of virtual media in its implementation.

"... our biggest challenge is how to package the Gender Festival for five months and during a pandemic, with a fun and enjoyable concept. Because of that, MoEF uses virtual online in the form of Zoom or YouTube..."

The series of innovation activities, which are quite long and during a pandemic, made the availability and capability of technology very necessary in its running due to the use of technology in each class, such as GLEADS and TEACH, which were held online via Zoom Meetings. In addition, participants who could not attend the activity could review or take part in the class activities indirectly through the Gender Mainstreaming MoEF YouTube, where there were assignments in each class to be collected via Google Drive. From this, it can be seen that the Gender Festival has utilized the availability of existing technology in its activities.

In this input dimension, it can be seen that the five existing aspects have been fulfilled, starting from investment in innovation, human resources and skills for innovation, staff attitudes and attributes for innovation, sources of innovation, and technological infrastructure for innovation, which can be observed as in Table 2.

Table 2. Input Dimensions of Gender Festival

Investment in innovation	Human resources and skills	Staff attitudes and attributes	Sources of innovation	Technological infrastructure
Definition				
Investment in budget and policy	Number of human resources and gender capacity	Proactive attitude and enthusiasm of employees	Prior experience of learning	Availability and proficiency of employees towards technology

Table 2. Input Dimensions of Gender Festival (cont')

Investment in innovation	Human resources and skills	Staff attitudes and attributes	Sources of innovation	Technological infrastructure
Manifestation				
1. Gender Responsive Budget	1. GM Working Group as an ad hoc institution	1. Actively asked the Gender Festival PIC	1. Mentor-level APE award	1. Facilitating Zoom meetings
2. Ministerial Regulation on GM Guidelines at MoEF	2. Guidelines for GM implementation, monitoring, and evaluation	2. Generated 262 practical innovations	2. The massive movement discusses gender	2. Facilitating YouTube, integrated with Zoom meetings

2. Process Dimensions

In the process dimension, there are five forms of innovation: (a) Diffusion of innovation, (b) Innovation collaborations, (c) Innovation management practice, (d) Innovation culture and leadership, and (e) Innovation strategy.

a. Diffusion of innovation

Diffusion of innovation is a process by which innovation is disseminated through certain channels within a specific period. Diffusion is also considered a change that occurs in the structure and function of a social system (Rogers, 1983). Therefore, it can be said that the diffusion of innovation is a method of disseminating innovation to influence all participants.

Since the Gender Festival is an innovation that is present during a pandemic, it requires virtual activity supporters in its implementation. This then requires the availability and capability of technology so that the Gender Festival can run. Gender Festival Innovation has four main activities, namely GLEADS, TEACH, GENERATION, and PESTA. This main activity has been held in a hybrid manner, both offline and online.

The diffusion process at the Gender Festival was carried out using teaching and learning methods in virtual classes. Participants were required to take part in class activities that presented some material related to gender or soft skills material so that participants could implement GM in their respective work units. This was explained in the interview as follows:

"... material delivery is held in virtual classes; apart from that, information sharing is also carried out via YouTube links or Instagram in a massive way..."

Furthermore, at the end of each class, assignments were given related to the material explained to produce several practical innovations for the implementation of GM in each work unit of the MoEF.

b. Innovation collaborations

According to Cornick et al. (2018), collaboration is crucial as a support for organizational technical capabilities. Collaboration becomes the ability of organizations to engage external actors through meetings, dialogue, and persuasion and lead them to collaborate in the dissemination of policy innovations. It is intended that stakeholder views can be collected and used during program design and implementation, so there must be a structure in place to ensure that stakeholders are involved and their feedback is considered.

In carrying out the Gender Festival activities, the Ministry of Environment and Forestry collaborated with many actors, such as IWAPI (Indonesian Entrepreneurs Women Association or KOWANI), De Tara Foundation, UNDP, UN Woman, Pattiro, GIZ, Pesona Mart, RAPP, HKM Mart, Grand Spartan Indonesia, Eleven March University, Brawijaya University, Bogor Agricultural Institute, and University of Indonesia. Collaborations in this Gender Festival took the form of funding, capacity building, and gender experts, as stated in the interview as follows:

"These forms of collaboration can be in the form of funding, capacity building, gender experts, or the implementation of activities..."

There were several technical obstacles in carrying out the collaboration, such as sudden changes to the schedule by the resource person because they were leaders or important actors from well-known institutions, and time and responsibility for participating in activities were not properly monitored. In addition, the GM Working Group Team, as the person in charge of the Gender Festival, had other equally important activities, so when there was a time clash, the Gender Festival could not run optimally.

c. Innovation management practice

The running of the Gender Festival cannot be separated from management practices. Management is a science and art in the process of managing the use of human resources and other resources effectively and efficiently to achieve goals (Kattel et al., 2015). Green et al. (2014) stated that management is a process starting from planning, organizing, directing, and monitoring to the use of resources to achieve the goals set.

Management practices at the Gender Festival were carried out through several activities, including participant selection, implementation of activities, monitoring, and evaluation to award rewards for participant achievements.

The participant selection process used direct appointment by the Coordinator of the MoEF's GM Working Group for GLEADS and direct appointment by a direct supervisor for TEACH. This was conveyed in the interview as follows:

"GLEADS participants are appointed directly by the Gender Mainstreaming Working Group coordinator... while TEACH participants are appointed by the head of the work unit with a minimum of three staff members..."

The Gender Festival implementation has four main activity features, namely: GLEADS, TEACH, GENERATION, and PESTA. These main activities have the following goals, objectives, and results to be achieved:

Table 3. Goals, Target, and Results of the Gender Festival

Goals	Target and Results
At the echelon 2 level, gender-responsive leadership is being strengthened.	At the echelon 2 level, there are approximately 40 gender-responsive leaders.
Activating gender champions to become GM communicators in each work unit	At the third and staff levels, there are approximately 1000 gender champions.
Testing various initiatives, implementations, and innovations for GM in all work units of the MoEF	Approximately 200 work units exist within the MoEF.
Appreciating gender leadership, gender champions, and institutions' role in initiating, implementing, and innovating MoEF GM	Approximately 15,000 ASNs of the MoEF were reached by the Gender Festival.

Source: MoEF & INSPIRIT (2021)

The next management practice is monitoring and evaluation. Monitoring was carried out to find out the implementation of the Gender Festival. The monitoring was conducted by the Gender Mainstreaming Working Group of the MoEF through the Mentimeter method after the virtual class was finished to understand the extent to which the participants understood the content/context conveyed in the class. This aims to find deficiencies in terms of delivering material to reduce greater risks in the diffusion of innovations. Furthermore, an evaluation of the Gender Festival has not been carried out as a whole in the GLEADS, TEACH, GENERATION and PESTA classes. Finally, in management practice, awards in the form of e-money were also given to participants who performed well. Finally, participants in the TEACH and GLEADS classes graduated as gender champions in the MoEF work environment in Indonesia.

d. Innovation culture and leadership

Cornick et al. (2018) explained how organizational culture innovates by looking at the technical capabilities of organizations to design, implement, evaluate, and adjust policies. In addition, a strong commitment is needed to provide support so that innovation can run well.

The organizational-technical capabilities and leadership commitment to supporting the Gender Festival were shown by the existence of the Gender Mainstreaming Working Group of the Ministry of Environment and Forestry, which can plan Gender Festival activities to transform gender equality within the Ministry of Environment and Forestry. In designing the Gender Festival, the GM Working Group of the Ministry of Environment and Forestry was assisted by several actors. This was conveyed in the interview as follows:

"Gender Mainstreaming MoEF's working group designed the Gender Festival assisted by Sub Working Groups. The minister is very committed to supporting the Gender Festival, and she is always present at existing events."

In addition to the minister's support, MoEF leaders also supported Gender Festival activities.

e. Innovation strategy

Hatry (2006) elucidates that an innovation requires a clear instrument logic model. This is because this framework represents how the instrument should work. This is done by articulating the theory of change behind the policy and the assumptions that underlie how inputs, activities, or outputs lead to outcomes and impacts on stakeholders and audiences.

As a recent innovation in GM, the Gender Festival should offer a more reliable framework for transforming GM values into the MoEF environment. Therefore, the Gender Festival offers the logic of language to create reality to realize the nature of gender in the next few years. The Gender Festival is expected to bring change to MoEF employees, both participants and non-participants, by continuously discussing gender in their work environment. This was explained in the interview as follows:

"... based on the theory of 'language creates reality,' mainstreaming depends on how many people are talking about it... Therefore, the model being developed is to build conversations continuously so that a gendered nature is built."

In this process dimension, several aspects have already been fulfilled, although some aspects have still not been fulfilled, such as the evaluation of Gender Festival activities that have not been carried out, as presented in Table 4.

Table 4. Process Dimensions of Gender Festival

<i>Diffusion of innovation</i>	<i>Innovation collaborations</i>	<i>Innovation management practice</i>	<i>Innovation culture and leadership</i>	<i>Innovation strategy</i>
Definition				
Innovation is disseminated through certain channels within a specific period.	Organizational capabilities in engaging external actors	Management practices	Organizational-technical capabilities to design, implement, evaluate, and adapt policies, as well as scientific expertise in research centers	Clear instrument logic model
Manifestation				
1. Virtual class: - Zoom Meeting - YouTube 2. Sharing Information: - Instagram - WhatsApp 3. Graduation: - Offline - Zoom Meeting	1. Sharing knowledge 2. Sharing funding 3. Capacity building	1. Participant selection process: - GLEADS class: direct appointment of GM Working Group - TEACH class: appointment of immediate supervisor 2. Implementation: - GLEADS - TEACH - GENERATION - PESTA 3. Monitoring: Mentimeter System 4. Evaluation: Not done 5. Achievement: Graduation as gender champions	1. Organizational-technical capabilities: - Collaboration between GM Working Groups and GM Sub-Working Groups - Designing, implementing, monitoring and evaluating 2. Leadership commitment: - Support from the Ministry of Environment and Forestry - Support from MoEF leadership	1. Application of the theory "logic language creates reality." 2. Building a gender conversation at the leadership level 3. Building gender conversations at the Civil Official level of the MoEF, non-structural officials

3. Output Dimensions

In the output dimension, five innovations include (a) Innovation (activities and implementation), (b) Types of innovation, (c) Innovation novelty, (d) Innovation intensity, and (e) Intangible outputs.

a. Innovation (Activities and Implementation)

Innovations that have been designed must be implemented in the form of activities so that the goals set can be achieved as a recent innovation in transforming GM values into the environment of the Ministry of Environment and Forestry. From the activities in the Gender Festival series of events, of course, several outputs are packaged in several assignments. As an example, from one of the Gender Festival activities, namely TEACH, there was a final assignment to make a practical innovation related to GM in their respective environments. These practical innovations were summarized in a book entitled "370 Practical Innovations for Gender Mainstreaming (TEACH Class Innovation Market)." However, in fact, in the total number of innovations contained in this book, there were 262 practical innovations. These practical innovations can be classified into several types of innovation according to Bloch (2013), namely as follows:

Table 5. Types of TEACH Innovations

<i>Types of Innovation</i>	<i>Number</i>	<i>Examples of Innovation</i>
Product	57	Digital innovation
Process	109	SimPeger
Organizations	15	Stop sexual harassment in the work environment, Child-friendly Office, be Positive Gender, Women as GANISPH (Forest Management Technical Staff)
Communication	81	BinDer (Gender Talk)
Total	262	

Of the 262 total practical innovations contained in the book 370 Practical Innovations for Gender Mainstreaming (TEACH Class Innovation Market), the following are some examples of these practical innovations, which are listed in Table 6.

Table 6. The Result of Practical Innovation of TEACH

<i>Practical Innovation</i>	<i>Explanation</i>	<i>Work Unit</i>
SIPENDAR	It is digital innovation in the form of a website containing policies, GM institutions, analysis tools, e-books, and suggestion/innovation/questions boxes about GM in P3E Bali-Nusa Tenggara.	Secretariat General
Stop Sexual Harassment in the Work Environment	It is an innovation to grow organizational culture without sexual harassment.	Inspectorate General
Child Friendly Office	It is innovation needed to fulfill the right to protection for women and children, fulfill children's rights, and guarantee growth, development, and work productivity.	Director General of Forestry Planning and Environmental Management
Be Positive Gender	It is GM optimization innovation at the Yogyakarta BKSDA through facility and infrastructure fulfillment, education and training, and participation in natural resource management planning.	Director General of Natural Resources and Ecosystem Conservation
Woman as GANISPH	It is innovation in the education and training establishment of GANISPH, which can be achieved by increasing the quota of female participants, providing more space for female teachers, and disseminating information on the role of GANISPH in PHL through social media.	Director General of Sustainable Forest Management

Table 6. The Result of Practical Innovation of TEACH (cont')

Practical Innovation	Explanation	Work Unit
BinDer	It is a light discussion activity with a short and flexible time. The activity is packaged with a vent session with the theme of gender gaps in the work environment. The vent session discusses one issue at each meeting.	Director General of Watershed Management and Forest Rehabilitation
SimPeger	It is the digital system in implementing GM. This application works by filling in the process and implementing the role of each employee in GM, and all employees and leaders carry out monitoring by opening the application.	MoEF Instrument Standardization Agency

Source: MoEF (2021a)

The practical innovations of TEACH participants have many varieties, ranging from the GM MoEF website and information media, gender education, gender reading rooms, gender discussions, gender audit platforms, anti-sexual violence organizational culture, gender posters, and gender videos.

b. Types of Innovation

According to Bloch and Bugge (2013), there are several types of innovation, namely product innovation, process innovation, organizational innovation, and communication innovation. The Gender Festival is an innovation to bring the value of gender equality into the MoEF. This activity is expected to change the nature of gender of the MoEF, which was originally gender-neutral. Gender Festival is also an example of communication innovation in which new methods are used to influence the behavior of individuals or groups. The results of the interview were stated as follows:

"This Gender Festival is a new method to influence the behavior of individuals or other people from being gender neutral to being gender nature..."

c. Innovation novelty

The novelty of innovation is divided into two types, namely incremental innovation and radical innovation (Cirera et al., 2020). Incremental innovation is an innovation that emphasizes improvements to existing components. In comparison, radical innovation is an innovation carried out by making overall changes to components or existing systems.

Gender Festival's novelties include gender transformation from gender neutral to gender nature through a slightly more relaxed and interactive virtual class method. This was expressed in the interview as follows:

"...there has been a change in the transformation of gender, which was previously carried out through a serious TOT (Training of Trainer), to become more relaxed, humane, and interactive ..."

Based on the results of the interviews, it was concluded that the novelty of the Gender Festival is incremental in nature, as it is in the form of an increase in a component or something that already existed before.

d. Innovation intensity

The intensity of innovation places more emphasis on the time of implementation and sustainability of the innovation. Cirera et al. (2020) stated the need for a realistic time frame in meeting the initial identification results to achieve goals. The implementation of the Gender Festival is planned for five months. However, in the course of the Gender Festival, there were a few problems with its implementation in the field being seven months from May to November 2021. This was admitted in the interview as follows:

"If the timeline is supposed to be 5 months, ... but maybe in real-time in the field, it is really backward, so it is around 6-7 months in the field ..."

The delay in this implementation was due to the COVID-19 pandemic, which caused several Gender Festival Teams to be exposed to the virus. However, the Gender Festival was still able to finish well and get high impressions from the participants who took part. Furthermore, for the

continuation of the Gender Festival Innovation, it is hoped that it will be carried out every two years so that there is sufficient time to collect supporting data for the needs of the Gender Festival.

e. Intangible output

Referring to Green et al. (2014) and Kattel et al. (2015), what is meant by intangible outputs are patent innovations or landmarks of something to be achieved, in this case, GM. The Gender Festival is an innovation symbol of the most massive GM movement in the Ministry of Environment and Forestry. The Gender Festival is also the first GM innovation to be carried out virtually at the ministry/agency level in Indonesia. Even though it is a fairly new innovation and there has not been any pilot before, this Gender Festival has been able to provide equal access, participation, control, and benefits for men and women within the scope of the Ministry of Environment and Forestry.

In this output dimension, all aspects have been fulfilled except for the aspect of innovation intensity due to the implementation of activities that are slightly outside of the time planned at the beginning, and there is no guarantee of sustainability.

Table 7. Output Dimensions of Gender Festival

<i>Innovation (Activities and Implementation)</i>	<i>Types of Innovation</i>	<i>Innovation Novelty</i>	<i>Innovation Intensity</i>	<i>Intangible Outputs</i>
Definition				
Supporting activities to achieve the set goals	Types of innovation produced	of Incremental innovation and radical innovation	Implementation time and innovation sustainability	Patent innovation or landmarks of something to be achieved, in this case, is GM.
Manifestation				
1. Product innovation	Gender Festival, as	Incremental Innovation	1. Inaccuracy in execution time	Innovation symbol of the most massive GM movement in the Ministry of Environment and Forestry
2. Process innovation	Communication, produces		2. No guarantee of sustainability	
3. Organizational innovation	Product Innovation, Process			
4. Communication innovation	Innovation, and Organizational Innovation.			

CONCLUSION

The implementation of the Gender Festival has fulfilled the three dimensions of innovation set out in APSII, including the input, the process, and the output dimensions. Of the 15 innovations developed by APSII, 12 innovations can be implemented. On the input dimension, adequate resources are available starting from the budget, Ministerial Regulations as a reference for the implementation of GM and planning and gender budgeting, as well as available human resources and supporting equipment/tools, technology, and the impressions and attributes of employees as participants in the Gender Festival itself. In the process aspect, innovation diffusion, innovation culture and leadership, as well as innovation strategies, have been carried out, resulting in continuous and massive gender discussions ("language creates reality" strategy) to change gender-neutral conditions towards gender-nature. The Gender Festival has also provided good output in the form of practical innovations that can be implemented in the smallest units of the MoEF and can become a model for other ministries/institutions.

The obstacles faced in carrying out the Gender Festival Innovation included the limited number and capacity of the human resources of the Gender Festival Organizing Team, who could not fully focus because they were still handling other main tasks, resulting in the Gender Festival not running optimally.

Recommendations for the implementation of Gender Festival Innovations to be sustainable include:

- a. The Gender Festival needs to be established as a policy that is held every two years through a decision of the MoEF and Forestry so that the transformation of gender-neutral into gender-nature can run sustainably.
- b. The Gender Mainstreaming Working Group of the MoEF needs to form volunteers who are responsible for every Gender Festival activity event so that the obstacles to limited human resources in the Gender Mainstreaming Working Group can be overcome.
- c. It is necessary to conduct research evaluating the impact of the Gender Festival in improving gender justice and equality within the MoEF.

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