

ANNUAL REPORT

2019



PENABULU
FOUNDATION



STRENGTHENING INDONESIAN CIVIL SOCIETY

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FROM STRATEGIC PLAN INTO ACTION

Penabulu vision is the foundation of the Strategic Plan 2016 - 2019 implementation. The mission of Penabulu is to encourage the empowerment and sustainability of the position and role of civil society organizations in Indonesia through efforts to strengthen the capacity and capability of organizations; mobilization, management and distribution of resources; the development of equivalent partnerships between the development sectors as well as the mobilization of the widest possible public participation and involvement.

The implementation Strategic Plan 2016 - 2019 Plan critically give attention at the quality of the Millennium Development Goals/MDGs with its 17 global agendas. Penabulu recognize at the slowing MDG phases taken by Agenda 2030 (Sustainable Development Goals). With 17 Goals and 169

Global Targets, all agenda should be received by many more actors to support Indonesia target set from national to the local level.

According to BAPPENAS, there are four pillars as of condition to the achieved Sustainable Development Goals/SDGs agenda. Those are Social Development, the Pillar of Economic Development, the Pillar of Environmental Development and the Pillar of Legal and Governance Development. The SDG and 4 Pillars has resonate with all Penabulu external (and internal) priorities description. To Penabulu, the clear link of Social Development, the Pillar of Economic Development, the Pillar of Environmental Development and the Pillar of Legal and Governance Development seen as a pre-condition to another and intercomplementarity to another. Internally, all four pillars represented by different priorities as below:

EXTERNAL PRIORITY 1

Inclusive Development - the development of an economic development model that involves the full role of government, the business sector and civil society based on respect for the

principles of human rights, participatory, and accountability

EXTERNAL PRIORITY 2 - Sustainable Market

A market that grows from the best creation and innovation for the discovery of solutions through the facilitation of systemic problems of injustice encountered in each commodity focus/sector in accordance with the characteristics, scale and scope of specific region-based.

EXTERNAL PRIORITY 3 - Government

Private-Community Partnership-strengthening the partnership dialogue process between each party, through research and studies, seminars/workshops, dialogue forums, implementation of cooperation models at the local level and facilitating the development of long-term multi-party operational agreements.

EXTERNAL PRIORITY 4 - Environment and Climate Change

Development to pursue economic growth based on the exploitation of the environment has the impact of major changes in human life, climate and biodiversity in the medium to long term. Strengthening awareness of environmental and climate change leads people to low emission development, efficient resource management, disaster risk reduction and high respect for environmental justice.

EXTERNAL PRIORITY 5 - Village Empowerment

A new perspective accompanied by a deep awareness of the existence of the village as

a locus/region that is closely related to the sovereignty and welfare of the people, the village needs to be developed based on its potential.

EXTERNAL PRIORITY 6 - Public Health

Public Health is correlated with the quality of human resources, poverty and economic development of a nation-state. Civil Society Organizations (WHO) are consciously building partnerships with government and the private sector to realize innovative and sustainable systems through policy advocacy and improvement of public health services.

EXTERNAL PRIORITY 7 - Public Accountability

Swatata is a behavior that emerges as a social phenomenon that opens space for forms of governance built by a new system to exercise control and accountability. This behavior is the foundation of the development of a good system through community involvement to ensure that the system of control and liability runs balanced through the participation, support and supervision of the community for the implementation of development at the regional to central level.

EXTERNAL PRIORITY 8 - Strengthening the Capacity for local CSO's

Strengthening the capacity of local CSOs is important to realize independence and sustainability. In practice, local CSOs is not only focused on strengthening organizational and program governance. At the same time, local CSOs is strengthen for a higher capacity on network governance, information technology governance, knowledge management, financial and human resource management.

EXTERNAL PRIORITY 9 - Institutional/ Organizational Strengthening

Understanding of an effective organization needs to be complemented by strengthening the role and relevance of the organization built on the value system and organizational culture. Thus, the organization will be adaptive to developing knowledge and demands from internal and external.

Specific attention given to the interlinked of NINE Strategic Priorities



(EP. 4) Environment and Climate Change-development which linked to (EP. 5) Village Empowerment. The (EP. 2) Sustainable Market in linked with (EP. 1) Inclusive Development and (EP. 3) Government-Private-Community Partnership.



The (EP.6) Public Health-Public Health linked to (EP. 7) Public Accountability and (EP. 8) Strengthening the Capacity for local CSOs.



The important pre-condition is (IP. 9) Institutional/ Organizational Strengthening and strongly linked to the (EP. 8) Strengthening the Capacity for local CSOs.

Resource Mobilization

The interlinked of priorities issues as mentioned above are the foundation of organizational resource mobilization. Several activities has been organized with partners, writing proposals for cooperation- subsidies and grant, actively requests and seeking strategic supporters, communication with development subsidy fund providers and conducting organizational governance strategies.

The Board of Directors organizes a team internally, consisting of (a) Thematic Specialists who master specific topics as well as master the Methodology of

Planning-Implementation-Monitoring and Evaluation and formulate intervention strategies as well as being the coordinator of the proposal; (b) assisted by the Finance Staff to read the restrictions and Limitations of financial policy, assess with intuition and financial expertise, prepare project budgets; (c) assisted by an Author who helps write strategically, easily and logically; (d) supported by the Secretariat team that assists in preparing the administrative requirements, protocols, mechanisms and documents required, submits the proposal to the Director for approval and sends it to the strategic partner on his behalf.





The installation of clean water pipe

STAR PROGRAMS

Each project has its own reporting cycle that is disseminated to donor partners, implementing partners, bureaucratic partners (through narrative reports and project financial statements) and the general public (via the website) as well as external Auditors.

The main program in 2019 selected this time is based on the aspect of innovation, the aspect of strengthening Penabulu's institutions in the future and the aspect of suitability and relevance in various contexts. These projects are:

- Sustainability principles and capacity strengthening with Spices Farmer, a program with Civic Engagement Alliance/CEA Indonesia (2016 – 2020)¹
- Maintaining the Sustainability of the Biodiversity of ASEAN Heritage Parks (2018 - 2020)
- Strengthening Resilience of Disaster Vulnerable Areas in Central Sulawesi (2019 - 2020)
- Facilitation of Preparation of Multilateral Implementation Plan for Sendang Management Program, South Sumatra - Phase 3 (2018 - 2020)
- Voice for Change Partnership (V4CP) - Study on The Private Sector's Perception and Engagement Towards WASH/Water, Sanitation and Hygiene (2019 - 2020)

2.1. Sustainability principles and capacity strengthening with Spices Farmer, a program with Civic Engagement Alliance/CEA Indonesia (2016 – 2020)

Joined in the partnership scheme with the Civic Engagement Alliance (CEA), funded by ICCO Netherland, where the main strengths in the implementation of the project are Lobby and Advocacy.

Identifying the condition of Indonesian spices that are not properly cultivated, ranging from a long value chain, commodity standard information, to the absence of spice quality standards, resulting in Indonesian spices not being able to compete in the global market.

Market Access openness is the key to uniting various parties; government,

¹ idem



Photo Courtesy of Penabulu Research Institute, Yayasan Penabulu , Nutmeg farmer in Sangihe, 2018.

business people, farmers, garden workers, traders who are interested in spice commodities to restore the success of Indonesian spices in the world market.

The Integrated Spice Farmer Empowerment Sustainability Project in partnership with ICCO Cooperation through the Civic Engagement Alliance-CEA funding scheme. The project will be implemented in Kerinci Regency, Jambi

Province and implemented by Penabulu Research Institute.

Project operationalization has its collaboration with the Ministry of Agriculture of the Republic of Indonesia through the Directorate General of Plantations, successfully formulated the Standard Operating Procedures (SOP) for the Supply Chain Management of Nutmeg and Pepper Commodities.

Meanwhile, at the regional level, collaboration with the Kerinci Regency Government and the Jambi Provincial Forestry Department to formulate SOPs for Cinnamon Commodity Supply Chain Management. In its implementation, the SOP will be monitored by the Sub-Directorate of Quality Standards and Business Development and the Quarantine Center of the Ministry of Agriculture of the Republic of Indonesia.

This project involves corporate partners, namely spice exporting companies: PT Alamsari Interbuana and PT Cinquer Agro Nusantara (CAN); one of national spices exporters and suppliers of global spice trader.

Penabulu with the Ministry of Agriculture of the Republic of Indonesia successfully formulated the Standard Operating Procedures (SOP) for the Supply Chain Management of Nutmeg and Pepper Commodities. Meanwhile, at the regional level, in collaboration with the Kerinci Regency Government and the Jambi Provincial Forestry Department, they successfully formulated the SOP for Cinnamon Commodity Supply Chain Management.

One of the project outcomes, is DAKOTA (Integrated Commodity Data), a digital platform to ensure the implementation of SOPs at the level of farmers, small traders, and exporters, as well as to trace sources of raw materials and commodities from cities or countries that are destined for spice trade. DAKOTA globalized as one of the 30 Most Inspiring Digital Innovations in the digital competition with 29 other countries organized by The Spindle.

The project innovation, effective and efficient budget has performed really well. This project is the only project with complete components that include Research, Digital Capacity Building, Digital Innovation and Application Technology, Sector & Commodities, and Lobby and Advocacy.

The project provide strong trackrecords in 2019 as its (EP. 4) Environment and Climate Change-development which linked to (EP. 5) Village Empowerment, (EP.2)SustainableMarket,(EP.1)Inclusive Development and (EP. 3) Government-Private-Community Partnership.



Determining the location of the rhino survey route

2.2. Sustainability of the Biodiversity of ASEAN Heritage Parks (2018 - 2020) funded by ASEAN Centre for Biodiversity, **Menjaga Kelestarian Keanekaragaman Hayati Taman Warisan ASEAN**² implemented by Penabulu Grant Management / PGM unit.

The designation of a conservation area as an ASEAN Heritage Park is an effort to preserve the biodiversity and ecosystems of the ASEAN region. This is has been leverage as part of shared commitment with the ASEAN Heritage Park Commission on ecological cycle maintenance and the life support management systems.

The innovation behind this project is the capacity strengthening, project design, grant and funding management included partnership, monitoring and evaluation system, led by Penabulu Grant Management/PGM unit under Penabulu Foundation. Despite from the convincing project results, other accomplishment of PGM is to be the founders of grant management as future Penabulu core-business. PGM performance included as

a indicator based contractual partnership with suppliers and implementing partners. PGM provide assistance on programming, performing monitoring and evaluation functions to implementing partners and to the back donor, ensure the accountability requirements le to all stakeholders, including beneficiaries.

Major service activities outcome of PGM service are Development of Project Management Manual (PMM), Grant Management and Monitoring System (GraMMS) Training. The main success of this project is the trust of the ASEAN Heritage Park Commission which in March 2020 marked signature on cooperation contract with 5 CSOs will work in TN Gunung Leuser and 2 other CSOs will work in TN Way Kambas, under the management of Yayasan Penabulu.

This project marked interlinked with (EP. 4) Environment and Climate Change-development which linked to (EP.5) Village Empowerment. The (EP. 2) Sustainable Market in linked with (EP. 1) Inclusive Development , (EP. 3) Government-Private-Community Partnership, (EP. 8) Strengthening the Capacity for local CSOs. and (IP. 9) Institutional/Organizational Strengthening.

² idem



Fisherwomen are planting mangroves on the coast of Pantoloan - Boya

2.3. Strengthening Resilience of Disaster Vulnerable Areas in Central Sulawesi (2019 - 2020)/ **Menguatkan Resiliensi Wilayah Rentan Bencana**³

This project is second phase of first phase (humanitarian respond) which has been ended. Supported by ICCO KIA dan SHO⁴ to multi disaster hit Sulawesi (earthquake, tsunami dan social riot) in 2018.

In this second phase, the main activity is to strengthen the disaster impact data mechanism, to determine the interventions that will be carried out effectively and efficiently through the innovative approach, Market Analysis

³ idem

⁴ <https://www.icco-cooperation.org/en/project/livelihood-recovery-through-mangrove-and-market-place/>

Guide in Disaster Management Mobilization and Humanitarian Aid produced by Penabulu.

The main activities of the post -disaster Rehabilitation and Reconstruction phase; Construction of Earthquake -Friendly Housing Model, Market Development in Kulawi District, Integrated Waste Management in Palu City, Vanilla commodity management based on farmer groups, and Mangrove Management in Palu Bay Coast.

The temporary housing design/ HUNTAP model buildings are made with a combination of wood and board materials due to the nature of its flexibility, especially when facing foundation shocks like earthquake.

In addition to HUNTAP, Penabulu also



The construction of temporary housing for residents

facilitates the rehabilitation of the Vanilla market through the development of market infrastructure including market buildings complete with supporting facilities such as secretariat offices and WASH/MCK facilities. The management of the Mataue market was then handed over to the Market Management Unit under the Mataue Village Owned Enterprises (BUMDESA), Kulawi, Central Sulawesi.

Vanilla trader also Vanilla farmers from 4 villages in Kulawi District (Boladangko,

Tangkulowi, Bolapapu, and Lonca). Assistance for Vanilla farmers includes an analysis of the Vanilla farming business, subsidies for the purchase of superior Vanilla seedlings, introducing farmer groups to sustainable vanilla cultivation and giving them a special location in the Mataue Vanilla Market.

In the coastal areas, around 24,000 mangrove seedlings were successfully replanted in the coastal region of Palu (the villages of West Mamboro, Kayumaloe Pajeko, Pantoloan Boya and Panau).



Photo Courtesy of [Penabulu Disaster Response](#), [Penabulu Foundation.org](#), field monitoring trip of ICCO-KIA was represented by Lenneke Braam-Regional Manager South East Asia ICCO Cooperation, Kiswara Santi-Regional Indonesia Program and Policy, and Tiarna Fitri-SHO Sulawesi Project Officer to Sulawesi, 2019.

Mangrove management involves groups of local women and youth fishermen. Meanwhile, in urban areas, Waste Bank Business Development efforts, and community -based organic waste management are carried out in Kayumalue Pajeko Subdistricts, South Birobuli, Silae, South Tatura, and East Besusu. The Waste Bank is already operating, followed by the establishment of a Provincial Waste Bank at the provincial level by the Department of Environment (DLH) of Central Sulawesi Province.

This project has interlinked with to (EP. 5) Village Empowerment, (EP. 2) Sustainable Market, (EP. 1) Inclusive Development, (EP. 8) Strengthening the Capacity for local CSOs and (IP. 9) Institutional/ Organizational Strengthening.



Photo Courtesy of Implementing Network, Penabulu Foundation. Nest box dan tenggeran Serak of Jawa/Burung Hantu Putih (Tyto alba), village Sumber Rejeki, Karang Agung Ilir, Banyu Asin, South Sumatera, 2018.

2.4. Watershed Management Project/
**Fasilitasi Penyusunan Rencana
Implementasi Multipihak Program
Kelola Sendang, Sumatera Selatan -
Fase 3**⁵ funded by ZSL.

This project defines 3 areas of model i; (1) Dangku Meranti Area, (2) Peat Hydrological Unit (KHG) Sungai Merang - Sungai Ngirawan, (3) Berbak Sembilang National Park Buffer Area in Banyuasin II District and Karang Agung Ilir District, these three model areas have different approaches in determining area boundaries.

Each Model Area has strategic issues and priority programs developed by

both the government, the community, NGOs and the private sector adjacent to the model area.

The focus of project implementation is on forest community -based environmental and economic problems, conflict resolution of village boundaries, meeting clean water needs, waste management, developing a Village -Based Collaborative Forest and Land Fire Prevention system, and conservation of pest predator fauna.

This project has interlinked with (EP. 4) Environment and Climate Change-development, (EP. 5) Village Empowerment, (EP. 8) Strengthening the Capacity for local CSOs and strongly linked to (IP. 9) Institutional/ Organizational Strengthening.

⁵ idem



Photo Courtesy of Penabulu Research Institute, Yayasan Penabulu Foundation, Pemetaan sector privat bersama mitra di Provinsi Lampung

2.5. **Voice for Change Partnership (V4CP)** – **Study on The Private Sector’s Perception and Engagement Towards WASH (Water, Sanitation and Hygiene)**⁶

Penabulu Research Institute in collaboration with SNV Netherlands, conducted action research to find a full picture of the Water Access Sanitation & Hygiene (WASH) issue landscape, also mapped the business sector's perspective on WASH issues, and potential collaborations between CSOs and the private sector. This research involved 18 international, national, and local companies with a focus on examining the CSR programs implemented by these companies;

calculate potential funding niches that could support WASH program funding.

The recommendations resulting from the study are the conclusion of the private and public sector partnership in the WASH sector to ensure (a) internal readiness of OMS, (b) exploration of cooperation through multi-party forums, (c) program design development and (d) communication and coordination.

This project has interlinked with The (EP.6) Public Health-Public Health, (EP. 7) Public Accountability and (EP. 8) Strengthening the Capacity for local CSOs and (EP. 3) Government-Private-Community Partnership.

⁶ idem

EFFORTS TOWARDS AID EFFICIENCY AND RESOURCE EFFECTIVITY

The financing strategy of Penabulu, needs to be re-strengthen and need more anticipatory action. The managerial level must perform a better project record, success stories and learn to write strategic reports to external stakeholders, re-communicate back to the organization, about trending issues they find. Critical reflection with the entire Implementing Agencies/ local partners needs to be done on an ongoing basis, to familiarize learning more around project responsibilities. Interlinked between (EP. 4) Environment and Climate Change-development , (EP. 5) Village Empowerment (EP. 3) Government-Private-Community Partnership, (EP. 8) Strengthening the Capacity for local CSOs and (IP. 9) Institutional/ Organizational Strengthening need to be more active.

Gaining reputation benefits for organizations beyond project, especially in the areas of Knowledge materials and Networking is a KEY. Learning from situation in 2019, Penabulu's positive response to the partnership with ICCO-KIA and SHO brought positive growth to Penabulu's

capacity for Humanitarian and Emergency Relief response. Other organizations such as Mercy Corps and CARE International in Indonesia also opened up partnership opportunities in Central Sulawesi. On the other hand, the joint project of the ASEAN Heritage Park Commission can develop in a positive direction even if it needs to be the main track record of strengthening Penabulu Grant Management (as an extension of the Implementing Agency).

Financial Analysis and Performance of Subsidy Targets is crucial. Efforts to raise funding/development subsidies from foreign government aid agencies were successfully carried out by Penabulu to access KfW funds through ACB amounting to about 2.25 Mio Euros to support the issue of conservation and biodiversity in TN Leuser and TN Way Kambas, for the first time placing Penabulu as a small grant management organization for local OMS. Another effort supported by ICCO is to access support funds from the European Union of about 1 Mio Euro as a lead-organization in green economic issues that empowers women and youth farmers in

100 villages in 3 districts: Padang Pariaman, Grobogan and East Lombok.

Working with multiyear project is promising. Sustainable market issues still receive multi-year support from ICCO, while public health issues receive limited support for research and capacity building of OMS derived from Global Fund funds through several GF implementing partners in Indonesia. The issue of good governance did not receive support this year after support from KOMPAK (DFAT) for the previous three years ended. Meanwhile, the issue of village empowerment is dissolved by Penabulu in every ongoing program/project that is implemented at the site level. In fiscal year 2019, the realization of the receipt of donor agency support received by Penabulu in the range of 1.5 Mio.



STRATEGIC RECOMMENDATION TO YEAR AHEAD

Strongest emphasis to improve IP 9. Institutional & Organization Strengthening can be achieved through strategic recommendation as below:

First Recommendation,

Penabulu needs to build a responsive unit (within the organization) while choosing the right approach, guided using Tripple Nexus, Core Humanitarian Standards and Market based Assessment. This quick response unit can be built from the experience of intervention in the Lombok Earthquake (2017), the Lombok Disaster (2018) and the ICCO-KIA-SHO joint response (2019-2020). The unit in question needs to be trained to train other staff, routinely test flexibility as well as agile performance, conduct response simulations in the event of a National disaster and donors ask the organization to organize assistance.

Second Recommendation,

Penabulu develop a monitoring strategy / indicator based to measure efficiency levels. High efficiency is a key aspect of competitive advantage, and a reflection of the professionalism of the work of all staff.

Third Recommendation,

Penabulu needs to formulate a gradual implementation strategy from program to project, from project to activity and from activities can develop into new projects. As a condition, Penabulu must carefully identify, document carefully and cultivate an obligation that is responsive to all forms of follow -up-notes into real action. This implementation strategy can be gleaned from all donor responses to the Penabulu project reports they receive, and which are sent back as feedback/ feedback. All remarks from the donor relation and communication notes must be use as reflection to prevent repetition, prevent the same pattern and monoton.

The Fourth Recommendation,

particularly in the areas of Communication, Information, Data and Publication, needs to encourage the publication of more popular work with a more strategic depiction. The

general public, academics, bureaucrats and other practitioners must be familiarised with Penabulu's programmatic reputation. If necessary, cooperate with foreign media in Indonesia, as well as country -based with the same commodity focus, for example: for the Spice project, then provide a writing feed for European or Dutch foreign media.

Fifth Recommendation,
at the area of Administration and Human Resources needs to develop a clear capacity building path to all project and organization personnels. A concrete and measurable flow is needed to increased skills, methodologies, approaches and trending topics related to project themes but also to improve basic conversational to better lobby and advocacy.

Sixth Recommendation,
on subsidies and grants access to improve organizational financial portfolio.
Penabulu needs to have a solid financial

statements, from projects income flows to the organizational level. The strengthening of this financial statement consolidation system will require additional human resources supply in accounting functions, IT support and also the need for accounting software for web -based non -profit organizations will begin to conceptualized. New list of project pipeline approved will registered in Year 2020: (a) continuing program implementation and absorption of previous program budgets on climate (ASEAN Centre for Biodiversity and ZSL); (b) explore the expansion of support from other donor agencies for the disaster recovery phase in Central Sulawesi; (c) maximize collaboration with ICCO in accessing funding support opportunities from the European Union on Green Economy thematic; (d) seek to access funding support to respond to the pandemic for communities and CSOs affected in Indonesia. The revenue target for fiscal year 2020 is USD 2Mio.

Closing Statement

When the report is develop, Penabulu is aware on the new increase numbers of SARS - suspect - Coronavirus from China. Later in March 2020, Joko Widodo administration has declared that the COVID-19 Pandemic about to happen in Indonesia. We hope Indonesia will not be severaly affected, yet Penabulu has committed to further assessing new financial subsidies scheme related to infectious deseases for external priority but also to prepare a possible shock to the organization in particularly staff with strategic intervention.

Penabulu in Year 2019 has multiple steps and efforts to develop both the community, the involvement of the private sector, government and the CSOs network have been made. Series of results have also been achieved, each with its own indicators, expecting for continuation with strategic partners. However, what also need to give attention is how to keep Penabulu spirit to becoming a source of resources for Indonesia CSO.

All remarks from past projects will be a provision for improvement, while remaining focused on the needs and welfare of the community.

Jakarta, 12 March 2020.

On behalf of Penabulu Foundation for Indonesia,

*Ekko Komara
Executive Director*

Penabulu 

