

ANNUAL REPORT

# 2020





# STRENGTHENING INDONESIAN CIVIL SOCIETY

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# TABLE OF CONTENT

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1

FROM STRATEGIC PLAN TO ACTION

PAGE 2

2

STAR PROGRAMS

PAGE 10

3

EFFORT TOWARDS AID EFFICIENCY AND  
RESOURCE EFFECTIVITY

PAGE 16

4

STRATEGIC RECOMMENDATION  
TO YEAR AHEAD

PAGE 20

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## FROM STRATEGIC PLAN INTO ACTION

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Penabulu VISION is the foundation of the Strategic Plan and Direction at all level of planning, programming and implementation. The MISSION of Penabulu is to empower and sustaining position and role of civil society organizations in Indonesia, take action to improve capacity and capability of organizations; mobilized, to manage and re-distribute resources and wealth; to be an equivalent partnerships between the development sectors as well as the mobilization of the widest possible public participation and involvement.

Continuing year of 2019, it was true that year of 2020 has more challenges and worrying. When it was started with an announcement of Joko Widodo administration on March 2020, the Covid-19 pandemic risen with unsure situation at all level. The Government of Indonesia must ensure the safety and security of almost 250 mil Indonesian people spread in 36 provinces and 12,000 islands to survived and adapt in the Era of

the Covid 19 Pandemic. The government not only finds it difficult to equipped health facilities rapidly, to provide treatments and recover the patients and other comorbid infections effects, but also to hand in daily needs of affected residents. Food assistance and money from the government are not easily distributed due to complications and bureaucratic tangles at between authorities of the center and regions.

Internally, under the supervision of Advisory Board and Supervisory Board, the leadership of Executive Board has succesfully bring the organization into their utmost quality. The day to day administration was hold on the strength between Secretariat, Executive Director, Managers/Board of Directors; dealing with project timelines and important schedules. The operation of Penabulu as organization completed with the Covid-19 Task Force as internal fast responders (see the Strategic Document 2020 – 2025) found its momentum of an activated function.



*The installation of Tyto Alba Nest Box*

## **Penabulu and Covid Prevention Task Force<sup>1</sup>**

The Penabulu Foundation, which is part of the Civil Society in Indonesia, also as actor itself in facing and dealing with Covid-19. In the organizational context, the Penabulu Foundation plays as a community "servant" organization. Penabulu must continue to provide services to the community even in very extreme conditions.

In the practice, the assistance does not only come from the government but also from various elements of civil society (Civil Society). Civil society initiatives move faster and flexible, spontaneous but also dare to taking risk as it is not shackled by administration and bureaucracy. Initiative of civil society are relatively independent

of the state, yet serve as a 'bridge' between society and the state.

To minimize the risk of the spread of Covid 19 in its work area and Penabulu personnel, the Penabulu Foundation made an operational policy as stated in the Standard Operational Procedures/SOP for PREVENTING THE SPREAD OF COVID-19 No. 012-LP/PB/VI/2020. This SOP legitimate a formation of the Penabulu Preventing COVID 19 Task Force under the Executive Director.

This was also the formal justification for program manager on project implementations to be monitored and to monitor, to take active precautions and responsible to minimize the risk of the spread of Covid 19 both individually and communally in their respective working areas.

<sup>1</sup> Based on Penabulu Preventin Covid-19 Task Force report, 2021.

Based on this SOP on Covid Prevention, a Technical Instruction Document for the Implementation of Activities Inside and Outside the Office emerged. These two documents then become the reference for program implementers in carrying out their activities. Key responsibility of the Covid Prevention Task Force are:

1. Coordination across Implementing Agencies and project team Coordinators, socializing the SOP for the Prevention of the Spread of Covid 19.
2. Develop Technical Guidelines for the Implementation of Activities Inside and Outside the Office, for all program implementing units in the Penabulu Foundation
3. Responsible for conducting comprehensive monitoring of the Foundation's efforts to prevent the spread of Covid-19 by conducting tests for COVID-19 antigens for personnel both in the secretariat and personnel in the field throughout Indonesia on a regular basis.
4. Provide support to Penabulu Foundation personnel affected by the COVID-19 pandemic in the form of vitamins, medicines, PCR tests, logistics/food. Ensure that affected personnel recover and are healthy.
5. Giving consideration to the Penabulu Foundation organization for strategic decision making regarding the Covid-19 pandemic condition,
6. Representing the Governing Body to coordinate with external parties in an effort to prevent the spread of Covid-19.

Penabulu internal reflection has no doubt on how challenging the process will taken before awareness among project and program personnels solely increased. Although the Penabulu Preventing Covid-19 Task Force has power to required all implementing units under Foundation to follow the Covid Contact Tracing Assessment for personnel who are symptomatic or suspected but without sufficient awareness of all staffs, there will be no safety and security culture sustained. The Task Force also dealt with how to ensure programs/projects can continue to run during the pandemic, by adjusting program implementation

online and in coordination with donors as recommended advice. On the last important points, an awareness on a rapid policy changes from the central to regional governments regarding the handling and prevention of Covid 19, this has made the Covid 19 Task Force Team adjust technical policies and coordinate with the Covid 19 Task Force in the Regions. The Task Force existence consider as one of fundamental implementation of Strategic Direction Year of 2020 – 2025. The Task Force is still on effective service up to now, until the Executive Director dismissed its service.

Based on Strategic Direction Year of 2020 – 2025, there were Internally, all four pillars represented by different priorities as below:

### **EXTERNAL PRIORITY 1 - Inclusive Development**

Development today is an exclusive development model. Development with Penabulu is inclusive development without discrimination and marginalization.

The main strategy for inclusive development is a strategic study of the social, cultural and economic potential of the region, especially Villages, the development of participatory planning documents and agreements, the development of multi-stakeholder forums, public policy advocacy which needed to build an inclusive development climate and support for small and medium enterprises (especially those based on utilization of natural resources), the method of Public – Private – Community – Partnership, leading to the sustainability of a just social business, both in peaceful, conflict and disaster situations.

### **EXTERNAL PRIORITY 2 - Environment & Climate Change**

Penabulu believes that the key to successful development and a sustainable market lies in the concept and implementation of the right policies. Low emission development or a green economy still need strong encouragement from civil society organizations in Indonesia to balance the intuition of profit-oriented national and multinational corporations. Therefore, employment and income growth must be driven by investments that reduce emissions and pollution, increase the efficiency of energy and resource use, and prevent the loss of biodiversity and ecosystem services. Penabulu also believes that good village governance will be the main requirement for the realization of a sustainable village. Only villages, which are managed based on sustainable development planning, taking into account the balance of economic, social and environmental aspects, will be sustainable.

### **EXTERNAL PRIORITY 3 - Community Health & Welfare**

The Human Development Index puts health as one of the main components of measurement besides education and income.

Indonesia's general health condition is influenced by environmental factors, behavior,

and health services. Meanwhile, health services consist of several components, including the availability and quality of health care facilities, medicines and health supplies, health workers, financing and health management. Basic health service facilities, namely Public health center which are strengthened by Sub Health Centers and Mobile Health Centers, have been established in almost all parts of Indonesia, but the distribution and affordability of health services is still an obstacle.

In conditions of unequal service affordability and the need for changes in people's behavior, the state has recognized the important role of civil society organizations, especially in response to infectious diseases whose spread rates are still relatively high in the community, such as pandemic/endemic/tropical disease outbreaks such as tuberculosis, Malaria and HIV/AIDS and their consequences.

development or a green economy still need strong encouragement from civil society organizations in Indonesia to balance the intuition of profit-oriented national and multinational corporations. Therefore, employment and income growth must be driven by investments that reduce emissions and pollution, increase the efficiency of energy and resource use, and prevent the loss of biodiversity and ecosystem services. Penabulu also believes that good village governance will be the main requirement for the realization of a sustainable village. Only villages, which are managed based on sustainable development planning, taking into account the balance of economic, social and environmental aspects, will be sustainable.

## **EXTERNAL PRIORITY 4 - Institutional/Organizational Strengthening**

Public accountability for the Penabulu Foundation is important. Penabulu concludes and believes that transparency, accountability and sustainability of civil society organizations in Indonesia cannot only be built on the pillars strength of the financial management alone.

Strategic Approach: aspects of strengthening institutional management and program management (planning-monitoring/monitoring-adaptation-evaluation-

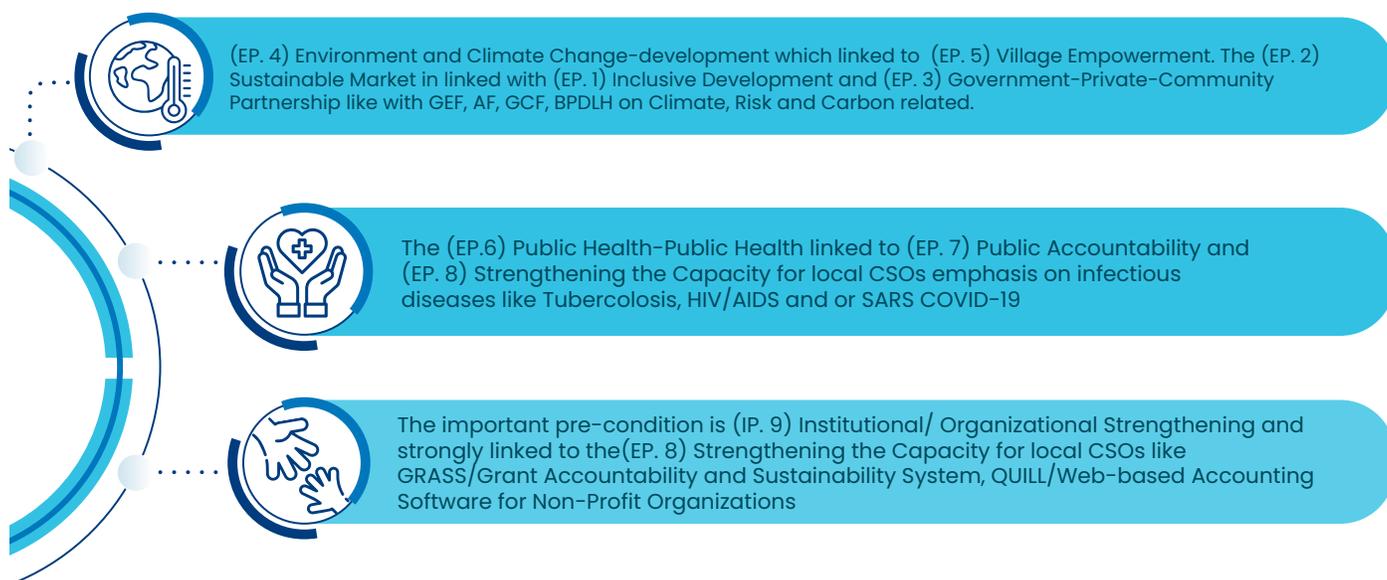
reflection), human resource management, maximizing the use of information and communication technology, along with data-information-knowledge management, Client Satisfactory Survey on Partnership / CSSP for upstream and downstream networks.

## EXTERNAL PRIORITY 5 - TI2K & Knowledge Optimization

Technology – Information – Communication and Computerization is the backbone of Penabulu's operations (hardware) while Knowledge is the main core of Penabulu's existence in the transformative ecosystem.

Strategic Approach: Knowledge management will target on 3 dimensions of the organization, namely the dimensions of Object, Actor/Agent and Context. The knowledge flow or memory of civil society organizations is built from two streams of knowledge, each of which requires a specific management model: the flow of experience will be managed using an organizational culture approach and the flow of information will be managed using a systemic approach.

### Specific attention given to the interlinked of FIVE Strategic Priorities in 2020 – 2025 (with previously NINE Strategic Priorities in 2016 – 2019):



## ***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 mastering 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.

Penabulu future priorities such as external priority/( EP.1) Inclusive Development, (EP. 2) Environment & Climate Change, (EP.3) Community Health & Welfare, (IP. 4) Institutional/ Organizational Strengthening and (IP.5) Technology, Information, Communication and Computerization/ Digitalization will be prioritized and further to be the main focus of resource mobilization.

As an example on RESBOUND project, aiming for Village Development Fund and Corporate Social Responsibility program under Golden Agri Resources/Sinarmas Group Ltd.; expressing the concrete interest

to collaboration in CSR program for the next 5 years. As EU and ICCO funded project, RESBOUND is promising as since being placed under Climate Justice project by EU Delegation in Indonesia.

Other example came from GOSORA project, an exit strategy from the Civic Engagement Alliance/CEA consortium under led of ICCO. The project received a constructive response from the North Maluku Agriculture Service to support efforts to increase the competitiveness of spice commodities in North Maluku, which is the mandate of Minister of Agriculture No. 19 / 2019 on Agricultural Commodity Export Development.

On DRM Project funded by Packard foundation, the identified organizations who are 'strong enough' in certain areas (eg data, media management, etc.) to become tactical and strategic vendors/ service

provider partners for Penabulu projects. An important recommendation to maintain relationships with the coach roster (the names of registered coaches) at individual levels, so that they can strengthen the Penabulu outreach on CSO capacity building projects.

A strategic connection needs to be made from project outcomes with Government as main actor (GOSORA), Private Sector/ GAR Sinarmas Group (RESBOUND) and professionalizing CSO (DRM Project) to empower element of public private partnership in climate, agrifood/ forestry and CSO participation. Otherwise, than there will be too many small, isolated and disconnected projects under Penabulu management and failed to link to External and or Internal Priorities.

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## STAR PROGRAMS

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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:

### 2.1 Sustainable Utilization of Marine Protected Areas in the Savu Sea.

The development of a community-based sustainable tourism economy is the fulcrum in addition to the conservation of marine biodiversity in the Savu Sea waters area. It is carried out by the Penabulu Implementation Network with a working area in the Province of East Nusa Tenggara, in accordance with the target work area in the Sawu Marine National Park.

The project is part of a project funded by the ICCTF through the COREMAP-CTI Package 2 financing scheme. In its implementation, it is carried out by a consortium consisting of the

Penabulu Foundation, through the Penabulu Implementation Network, YAPEKA, Center for Sustainability and Transdisciplinary Science Studies, Bogor and Indonesian Agricultural Institute. Ocean Pride (PKSKT\_IPB), with a working area in the Head of Kupang City, Sabu Raijua Regency, East Sumba Regency, West Manggarai Regency, East Nusa Tenggara.

The Savu Sea waters area, NTT is a water conservation area that has both economic and biodiversity potential to be developed so as to be able to provide support for community welfare and support the conservation agenda.

In general, the implementation of the COREMAP-CTI project package consist



*The inspection of Mataue village river border*

of : (1) Infrastructure development to support tourism, (2) Community capacity building, (3) area management in the use of ecotourism, and sustainable fisheries (4) conducts investment feasibility studies for ecotourism development in Indonesia. Savu Sea TNP.

## **2.2 Managing Risk Through Economic Development Program (MRED)**

The project implementer is Penabulu Disaster Response. Working in Sigi Regency, Central Sulawesi. In the implementation of this program, the Penabulu Foundation through Penabulu Disaster Respond manages activities related to disaster risk reduction (DRR). This is a project implemented by a

consortium of three organizations: Mercy Corps Indonesia, Karsa Institute, and Penabulu Foundation through Penabulu Disaster Response. Working in Sigi Regency, Central Sulawesi, Penabulu manages activities related to disaster risk reduction (DRR). One of them is Natural Resource Management. Involvement of CSOs at the local level, by working with the Disaster Risk Reduction Forum (FPRB) in three villages<sup>2</sup> . See photo: Pelatihan PDRA-Participatory Disaster Risk Assessment. Photo Penabulu Disaster Respond; 2020

The outcome to be achieved is to build the resilience of disaster/climate vulnerable

<sup>2</sup> [TAUTAN; Laporan Tahunan Yayasan Penabulu, Tahun 2020, pg 32-33](#)

communities through partnerships with the government, private sector, and civil society. Meanwhile, the target beneficiaries are (1) 2000 vulnerable households in 10 villages from two sub-districts experiencing increased capacity in the economic sector.

(2) the formation of a strategic partnership between the government, the private sector, and civil society organizations. (3) the existence of knowledge management that is managed independently in its development and flexible replication to inspire different location<sup>3</sup>.

### 2.3 Forest for Welfare and Development (FOREST4DEV)

The implementation of the Forest for Welfare program has the aim of building collaboration between various stakeholders to jointly develop a forest resource management system.

The Penabulu Foundation in the Forest for Welfare (Forest4Dev) program involves the Penabulu Implementing Network as the implementing directorate with a working area in South Sumatra Province.

Forests with their biodiversity are resources that should have an impact on people's welfare. Poor management,

overlapping regulations, and acts of encroachment make forests a battleground for various interest groups: business people, communities, especially communities around forest areas and indigenous peoples, and the government. Lack of access to education, health, clean water, low economic standards, and land conflicts that ultimately lead to poverty.

Strategic cooperation needs to be built by involving stakeholders at the regional level to restore forests as a resource to support a sustainable and socially just life. Partnership with the government to realize the vision that aims to:

- Provide examples of best practice in handling basic problems of communities around forest areas.
- Building a "Forest Partnership Laboratory for Prosperity" with a long-term vision.
- Building a perspective of change, novelty, and benefit in the implementation of regional development, especially the management of forest resources.

In developing a forest vision for prosperity, the Penabulu Foundation encourages a common vision with the local government<sup>4</sup>.

<sup>3</sup> <http://disasterresponse.penabulufoundation.org/mengelola-risiko-melalui-pembangunan-ekonomi-merd/#toggle-id-2>

<sup>4</sup> <https://penabulufoundation.org/hutan-untuk-kesejahteraan-forest4dev/>



*Group arable land*

## **2.4 Increasing Resilience Through a Sensitive Value Chain Intelligent Nutrition in Climate and Disaster Resilient in Central Sulawesi**

This program is based on the natural disasters that occurred in the Central Sulawesi region, and relies on building community preparedness in dealing with disasters. In addition to building community capacity in the preparedness sector, this program also touches the community's economic sector by building entrepreneurial capacity and microfinance management. The Penabulu Foundation in the program involves two directorates as program implementers, namely Penabulu Grant Management, and Penabulu Disaster Response.

Sigi and Donggala districts are two districts in Central Sulawesi with a high level of vulnerability to disasters. Natural factors, the condition of the community that has not been developed contribute to this vulnerability. Community improvement and development efforts are aimed at improving conditions related to climate change adaptation and community resilience in responding to disaster risks. Penabulu through Penabulu Grant Management and CARE Peduli.

Project for Increasing Resilience through a Sensitive Value Chain Smart Nutrition in Climate and Disaster Resilient in Central Sulawesi. The project work area covers Sigi and Donggala regencies, namely in Tompe Village and Lompio Village, Sirenja District and Bolapapu Village and Mataue Village, Kulawi District. There are

three main interventions:

- Organizing groups of vulnerable women and youth
- Capacity building in the form of training: Food Security and Nutrition, Disaster Risk Reduction and Community-based Climate Change Adaptation and Entrepreneurship and Financial Management
- Capital support for beneficiaries.

The expected result of the implementation of this project is the restoration of the economic independence of disaster-affected communities by creating Community Entrepreneurship Facilities for women and youth groups as well as establishing standards for disaster prevention and mitigation<sup>6</sup>.

## 2.5 Dissemination of Effective Practices of Forest Resource Management for Improving Sustainable Livelihoods and Pro-Community Climate Change Narratives Through Utilization of Communication Media Between Rural Communities

Information about conservation, climate change is very necessary to be known and understood by the people in the

<sup>6</sup> <http://penabulufoundation.org/peningkatan-ketangguhan-melalui-rantai-nilai-yang-sensitif-nutrisi-cerdas-dalam-menyiasati-iklim-dan-tanggguh-terhadap-bencana-di-sulawesi-tengah/>



South Sumatra region. So that narratives that are easy to understand and spread widely are a necessity.

South Sumatra is one of the program work areas with an emphasis on environmental strategic issues. The Penabulu Foundation through the Penabulu Implementing Network and the Ford Foundation work together to support the efforts that have been made



*The post-harvest processing of forest coffee carried out by the community using natural methods, namely by drying the coffee cherries directly before being broken with a dry huller machine.*

by the government as a follow-up. The concrete form of this collaboration program is the development of a media platform that is managed together with the concept of networking. Involve users as part of the contributors. This method will be able to generate narratives on the management of natural resources, forest resources, sustainable micro-economic development practices, and the preparation of climate change

narratives that are understood by the community.

In its implementation, it is hoped that a natural resource management system can be built which is carried out collaboratively between stakeholders and can be implemented in a sustainable manner.

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## EFFORTS TOWARDS AID EFFICIENCY AND RESOURCE EFFECTIVITY

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Strategic networks and interconnections during the implementation of the 2020 program, some are still related to the last program (2019) due to the similarity of the program work areas, namely in Central Sulawesi, especially in Sigi and Donggala Regencies. This strengthens collaboration with previously established networks with Local Government and related agencies in Sigi and Donggala Regencies, Women's Group, Farmer's Society and Youth of Farmers and Community groups around forest areas.

The innovative project founded through [civica.id](http://civica.id) as it maintained by all different project stakeholders. The risk to avoid is a fast and prompt information validity. A comprehensive and regular cross check need to be organized at least biweekly.

A systemic effort at organizational level are:

### **3.1 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 external priorities and internal priorities. Learning from previous explanation on Covid-19 related, the financing strategy need to anticipate budget allocation to staffs with Covid-19, Working from Home/ WFH package, provide advices and recommendation to project staffs due to test series on swab antigen and or PCR as new requirement.

### **3.2 Gaining reputation benefits for organizations beyond project, especially in the areas of Knowledge materials and Networking is a KEY**

Learning from situation in 2019-2020, 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). However, due to Covid-19 with unexpected situation, Penabulu will expand new pipeline on community health e.g Global Fund for Malaria, Tuberculosis & HIV/AIDS Eradication, EU CSO Local Authorities to support CSO under Pandemic Covid-19, David & Lucille Packard on CSO under Pandemic Covid-19 and USAID TBPS.

### **3.3 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. Due to the ICCO decision to merge with Cordaid and later exiting from Indonesia, Penabulu need to come with clear target on how to strengthen its capability in own-cash-contribution for all fundraising.

### **3.4 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 international programs e.g KOMPAK (DFAT) but also from localised international NGO like Yayasan HIVOS,

Yayasan IDH, Yayasan PLUS, Ford Foundation Indonesia for the coming multi-years cooperation.

The total list of pipeline under development is below:

The David and Lucile Packard Foundation	Organizational Effectiveness COVID-19 Response Program for Civil Society Partners in Indonesia
IDH, The Sustainable Trade Initiative	The Challenge on Accelerating the “Desa Mandiri” Development in West Kalimantan
European Union	Strengthening Indonesian CSOs Adaptive Capacity and Resilience in Response to COVID-19 Pandemic (CO-EVOLVE)
UNAIDS	Institutional Capacity Building for Implementing Partners in 26 Priority Districts
The David and Lucile Packard Foundation through IOJI	Financial Management System Development
Dinas Pertanian Provinsi Maluku Utara	GOSORA : Swakelola Tipe III Gerakan Orientasi Ekspor Untuk Rakyat Sejahtera
Ford Foundation through PPMN	Indonesian Civil Society Resource Center Platform Development (Civica.id)
The Global Fund	Community PR for TB Elimination in Indonesia 2021-2023
UNAIDS	Institutional Capacity Building for Implementing Partners in 26 Priority Districts - Part 2
USAID-TBPS	Implementation of Tuberculosis Revised District Public Private Mix (DPPM) Strategy in Medan and Denpasar
Wahana Visi Indonesia	Urban-Context Donor Landscape Analysis
Ford Foundation through Yayasan PLUS	Resource Hub for Strengthening Capacity on Financial Resiliency “Re.Search”
Yayasan Humanis dan Inovasi Sosial	Amplifying Voice for Just Climate Action



*Kulawi district's Market development process, Sigi - Central Sulawesi*

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## STRATEGIC RECOMMENDATION TO YEAR AHEAD

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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. The Penabulu Preventing Covid-19 Task Force has initiate the internal purpose for organization while the next question is to what extent the task force need to maintain its capacity, how 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. In the next future, the task force can be expand to become in-house reliable power to provide assistance and services.

### **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. A set of organizational indicators as main reference for all programs and projects.

### **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. A training to report writing, stories of changes, strategic communication is needed as well as internal coaching process

#### **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. Penabulu might start to seriously working as educative-entertainment channel with its social media platforms (Instagram, Facebook, Podcast, Website, YouTube).

#### **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.

## *Closing Statement*

*When this report prepared, new list of project pipeline approved started to be registered in early year of 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.*

*On the other side, Penabulu is aware on the new increase numbers of SARS - suspect - Coronavirus from China. Situation is worsened in 2020 and Penabulu hope that the best will due.*

*Penabulu believe in the people and government of Indonesia will able to surviving pandemic but also has committed to a new financial subsidies scheme related to*

*particularly staff who might be infected.*

*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. Penabulu in Year 2020 has shocked by the Pandemic but Penabulu believe there will be hope in time ahead.*

*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 2021.*

*On behalf of Penabulu Foundation for Indonesia,*

*Eko Komara  
Executive Director*

The logo for Penabulu features the word "Penabulu" in a cursive script, followed by a stylized feather icon.

