



PENABULU
FOUNDATION

GROWING FOR GREATER IMPACT

PENABULU ANNUAL REPORT
2023–2024

Growing for Greater Impact Penabulu Annual Report 2023-2024

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Layout and Illustrations
Penabulu Foundation

Year of Publication
2025

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SETTING THE CONTEXT

“Working together begins with a connection.”

— Saralina Renmaur, Primary Health Care Integration Cadre, Nias, 2024

Strengthening Civil Society: Sustaining Our Shared Space

The years 2023–2024 revealed an increasingly evident reality: development challenges no longer emerge in isolation. Climate change, economic slowdown, social inequality, shrinking civic space, and digital disruption have converged, amplifying the impact on people’s lives. In such a context, the relevance of civil society organizations has become more important than ever. Can civil society organizations continue to stand alongside communities, listen to local voices, and remain part of the solution as the nature of these challenges continues to evolve?

This question framed Penabulu’s journey throughout 2023–2024.

The world has indeed begun to recover from the COVID-19 pandemic. Economic activities have resumed, borders have reopened, and opportunities for people to reconnect have returned. Yet this recovery has unfolded amid a new wave of uncertainty. According to the OECD, global economic growth remained at around 3 percent throughout 2023–2024, below the average recorded before the pandemic.¹ While inflation has gradually eased, food and energy prices have remained high due to the Russia–Ukraine war, conflicts in the Middle East, and continued uncertainty in global trade. The world is recovering, but it is still navigating crises that have yet to fully subside.

At the same time, the impacts of climate change have become increasingly visible. The World Meteorological Organization (WMO) reported that 2023 was the warmest year on record, with the global average temperature reaching approximately 1.45°C above pre-industrial levels.² El Niño prolonged dry seasons across many countries, disrupting global food production. In Indonesia, the Meteorology, Climatology, and Geophysics Agency (BMKG) reported that more than 60 percent of the country experienced drier-than-normal dry seasons.³ The consequences were felt directly through declining agricultural production, increasing pressure on water resources, and rising food prices.

1 OECD, Economic Outlook 2024 — Global economic growth remained at around 3 percent throughout 2023–2024, amid inflationary pressures and global trade uncertainty.

2 World Meteorological Organization (WMO), State of the Global Climate 2023 — Global average temperature reached approximately 1.45°C above pre-industrial levels in 2023.

3 BMKG, Indonesia El Niño Report 2023–2024 — More than 60 percent of Indonesia experienced drier-than-normal dry seasons.

Yet the most pressing challenges have extended beyond the economy and climate. They have also emerged in more immediate forms: weakening social trust, widening inequality, and shrinking opportunities for citizens to participate meaningfully in public life.

Indonesia recorded economic growth of 5.05 percent in 2023, while inflation remained relatively stable at 2.61 percent. Investment continued to increase, and digital transformation accelerated. Nevertheless, these gains have not been experienced equally across society.

In 2024, approximately 59 percent of Indonesia's workforce remained employed in the informal sector without adequate social protection. More than half of the labour force continued to live close to economic vulnerability, where rising living costs, illness, or the loss of employment could quickly push households into financial hardship.

Inequality has also become increasingly pronounced. Oxfam's Survival of the Richest report found that nearly two-thirds of all new wealth created globally since 2020 has been captured by the wealthiest one percent.⁴ Meanwhile, Statistics Indonesia (BPS) reported that, as of March 2024, around 25.22 million Indonesians were still living below the national poverty line.⁵ These disparities are also reflected in unequal access to education, healthcare, digital technology, and opportunities for a decent quality of life.

As Indonesia approached the 2024 General Election, public discourse became increasingly dominated by a constant flow of information. Social media evolved into the primary arena for political contestation, while also intensifying polarization, disinformation, and public fatigue. Although opportunities to speak became more accessible, the space to genuinely listen to one another continued to narrow.

Pressure on civic space also persisted. Throughout 2023–2024, the CIVICUS Monitor continued to classify Indonesia as “**Obstructed**,” indicating ongoing restrictions on the freedoms of expression, peaceful assembly, and association.⁶ Intimidation of civil society organizations, restrictions on peaceful protests, the criminalization of citizens, and the use of legal instruments against activists and human rights defenders remained part of the reality experienced across different parts of the country.

4 Oxfam International, Survival of the Richest (2023) — Nearly two-thirds of all new global wealth created since 2020 has been captured by the wealthiest one percent, while billionaire wealth has increased by approximately US\$2.7 billion per day amid rising global poverty.

5 Statistics Indonesia (BPS), Indonesia Economic and Poverty Statistics 2024 — Indonesia's economy grew by 5.05 percent in 2023; inflation stood at 2.61 percent; approximately 59 percent of the workforce remained in the informal sector; and 25.22 million people (9.03 percent of the population) were living below the national poverty line as of March 2024.

6 CIVICUS Monitor: Indonesia — Indonesia remained classified as “Obstructed” throughout 2023–2024, reflecting continued restrictions on civic freedoms, including freedom of expression, peaceful assembly, and association.

At the same time, shifts in the global development landscape, declining international donor support, rising economic nationalism, and rapid digital transformation have reinforced an important reality: civil society organizations can no longer rely solely on programme implementation. They must continuously demonstrate their relevance by responding to citizens' needs, strengthening those most at risk, fostering collaboration, and creating tangible and lasting change.

It was within this context that Penabulu navigated the 2023–2024 period. Alongside its transition toward becoming a **Prospective Affiliate of Oxfam International**, Penabulu continued to strengthen its role as a bridge between local knowledge and global movements. This transformation represents more than an institutional transition; it is an effort to create greater space for the experiences and innovations of Indonesian communities to contribute to broader global development conversations.



Together with around 40 civil society organizations, Penabulu convened to reflect on the state of civic space in Indonesia and identify collective action forward, Sentul 5–6 January. [Rizkiani Milania/Penabulu Foundation]

This journey reaffirmed a fundamental lesson: meaningful change rarely begins at the centre of power. More often, it grows from villages, local communities, youth groups, civil society organizations, and the many spaces where people continue to nurture collective life.

Across Indonesia, community groups have remained places where trust is built, solidarity is strengthened, and hope is sustained. Community forums, arts collectives, environmental movements, civil society organizations, and shared learning spaces all demonstrate that, as global challenges become increasingly complex, society's greatest strength continues to emerge from human relationships nurtured through meaningful encounters and collective action.

This 2023–2024 annual report is Penabulu's reflection on that journey—**how we have learned, adapted, and worked alongside civil society to sustain our shared space in a world that continues to change.**



NURTURING CONNECTION

STRENGTHENING OUR ROLE, DEEPING OUR ROOTS

For more than two decades, Penabulu has grown alongside Indonesia's civil society. Throughout this journey, the organization has witnessed—and responded to—the social, political, economic, and environmental changes that continue to shape the country's development landscape. The period of 2023–2024 marked one of the most significant phases in that journey.

While the world has moved beyond the COVID-19 pandemic, new challenges continue to emerge. Global economic uncertainty, the escalating climate crisis, shrinking civic space, and declining international donor funding have reshaped the operating environment for civil society organizations. These changes demand more than resilience—they call for the courage to transform.

As a **Civil Society Resource Organization (CSRO)** with the vision of an Empowered Civil Society, Penabulu views this period as an opportunity to reaffirm its role. Rather than simply adapting to change, we have focused on building an organization that is more resilient, collaborative, and better equipped to address increasingly complex development challenges.

This role is guided by nine strategic areas: inclusive development; sustainable markets; government–private sector–community partnerships; environment and climate change; village empowerment; public health; public accountability; civic space strengthening; and equitable digital transformation.

During 2023–2024, these priorities were translated into five core strategic focus areas:

1. Inclusive Development – promoting meaningful participation of local partners in advancing inclusive development processes;
2. Environment and Climate Change – strengthening the capacity of local communities and governments to build climate resilience and adaptation, improve natural resource management, and foster environmental stewardship;
3. Public Health – enhancing coordination between government institutions and community networks while advancing the integration of primary healthcare services;

4. Civil Society Capacity Strengthening – reinforcing institutional capacity through training, mentoring, technical assistance, and improved governance and compliance systems, including within Penabulu itself; and
5. Equitable Digital Transformation – leveraging research, documentation, and knowledge-sharing to strengthen learning and innovation across programmes.

These five strategic priorities are connected by a common thread that has shaped every partnership and every engagement throughout our work. Together, they strengthen collaboration across sectors—from national, provincial, and local government institutions to local partners, community groups, marginalized voices, and the energy of young people—all working toward a shared goal: development that is truly inclusive, equitable, and sustainable.

The trust placed in Penabulu’s role is also reflected in the growth of the resources entrusted to the organization. According to the independent financial audit, Penabulu’s managed funds increased from approximately IDR 219 billion in 2023 to IDR 355 billion in 2024. For us, this growth represents more than an increase in financial resources; it reflects a growing responsibility to expand our impact and strengthen civil society across Indonesia.



Together with Yayasan Sahabat Alam, the Lampung Provincial Environment Agency, academics, and students from the University of Lampung, Penabulu planted 3,000 seedlings of 66 plant species across two hectares at Kotabaru Biodiversity Park (Taman Kehati), Lampung, 9 January 2025. [Lembara]

GROWING THROUGH UNCERTAINTY

Penabulu's transformation extended far beyond the expansion of its programmes. The 2023–2024 period also marked a fundamental shift in the way the organization operates.

The transition towards digital and hybrid ways of working accelerated the use of technology for coordination, learning, technical assistance, and knowledge management. Webinars, digital platforms, and collaborative tools became integral to how Penabulu engaged with partners across different regions of Indonesia.

For Penabulu, efficiency has never meant doing less. Rather, it means making the best use of knowledge, expertise, and resources to deliver programmes that are responsive, adaptive, and impactful. Even amid growing uncertainties, Penabulu has continued to explore new ways of advancing human dignity while safeguarding the environment.

This transformation has been further strengthened through global partnerships that provide access to new knowledge, shared experiences, good practices, and diverse perspectives. Cross-country collaboration has enhanced Penabulu's capacity to anticipate change, shape strategic responses, and make decisions that are better aligned with an increasingly dynamic development landscape.

LOCALLY ROOTED, GLOBALLY CONNECTED

A defining milestone during this period was Penabulu's admission as a **Prospective Affiliate of Oxfam International in November 2023**. This marked the beginning of a two-year transition towards full affiliation within the Oxfam Confederation as **Penabulu–Oxfam (Oxfam Indonesia)**.

For Penabulu, becoming an affiliate is not about transforming into an international organization or leaving behind its identity as an Indonesian civil society organization. Rather, it strengthens a mission that has long guided the organization: bringing local knowledge, lived experiences, and community-driven solutions into global movements, while ensuring that global learning and solidarity remain relevant to Indonesia's context. More importantly, this transition reinforces Penabulu's identity as a **locally rooted** organization—a hub for strengthening Indonesia's civil society that is **globally connected** in the collective effort to combat poverty and injustice, driven by a shared belief in a more just and equitable future.

Penabulu and Oxfam are united by a common conviction that lasting change must be rooted in communities. Throughout its journey, Penabulu has consistently placed local partners, civil society organizations, communities, and young people at the centre of change. Becoming a Prospective Affiliate does not alter this identity; instead, it expands the organization's opportunities for collaboration, learning, and collective influence.

The affiliation process has also accelerated organizational development through strengthened governance, enhanced institutional capacity, knowledge exchange, and the adoption of international standards—contributing to Penabulu's continued evolution as a stronger, more accountable, and future-ready organization.

Penabulu brings diversity and experience to the Oxfam family. This is an organisation that not only adds value to Oxfam, they are here to challenge our structures and culture – to hold us to account for our commitment to becoming a decolonial feminist Confederation!”

Aruno Rao, OI Board Chair and
Damian Rozo, Affiliate Business Meeting Chair,
(ABM Communiqué, 29 November 2023)

BECOMING A BRIDGE FOR CHANGE

Perhaps the most significant transformation during 2023–2024 was Penabulu’s evolution from a programme implementer into an intermediary organization and a trusted civil society resource organization.

In this role, Penabulu does more than implement programmes. Penabulu mobilizes resources, manages funding, strengthens partner capacities, builds collaborative networks, and connects diverse development actors. This shift has enabled broader and more sustainable impact by empowering an increasing number of local organizations to expand and strengthen their own work.

This role is built upon Penabulu’s longstanding commitment to accountability, transparency, sound governance, and compliance with international programme management standards.

The confidence placed in this role is reflected in a growing number of strategic partnerships. Together with STPI through the **PB–STPI Consortium**, Penabulu once again received an **A Grade as the Principal Recipient of Indonesia’s Tuberculosis Elimination Programme** supported by the Global Fund. During the 2023–2024 period, Penabulu led the implementation of the community component of the national tuberculosis programme, strengthening community engagement within the health system while **managing approximately USD 14 million** in grant funding and overseeing programme expenditures of approximately **USD 19–20 million**.

This experience laid the foundation for further strategic partnerships. In March 2024, Penabulu joined the **USAID INTEGRASI** programme to support Indonesia’s Ministry of Health in accelerating the implementation of Integrated Primary Healthcare through strengthened coordination, service integration, and community participation across multiple levels of government.

The same trust has also extended to climate action. In October 2024, Penabulu was appointed as an **Intermediary Organization (Lembaga Perantara/Lemtara) under Indonesia’s Results-Based Payment Green Climate Fund (RBP-GCF) mechanism**, managing approximately **USD 14 million**—the largest allocation among the 28 participating national civil society organizations. Through this role, Penabulu contributes to Indonesia’s emission reduction targets while ensuring that Indigenous Peoples, local communities, women, and young people remain at the centre of a just energy transition.



A TB survivor, Marzuki now serves as the Community TB Volunteer Coordinator in Tegalsiwalan, Probolinggo, under the PR Consortium (PB-STPI Consortium). Through community outreach, he helps identify people with tuberculosis and supports them throughout their treatment journey. [PR Consortium]

Read his full story: <https://tbckomunitas.id>

WEAVING COLLABORATION CREATING IMPACT

Organizational transformation only becomes meaningful when it leads to tangible improvements in people's lives. Throughout 2023–2024, Penabulu translated its strategic priorities into interconnected initiatives that strengthened civil society and advanced more inclusive, equitable, and sustainable development.

As a Civil Society Resource Organization (CSRO), Penabulu does not view programmes as standalone interventions. Instead, each initiative is designed to strengthen community capacity, foster collaboration, bridge knowledge and policy, and expand access to the resources that communities need to drive meaningful and lasting change.

This approach is reflected in Penabulu's five strategic focus areas: Inclusive Development; Environment and Climate Change; Public Health; Civil Society Strengthening; and Equitable Digital Transformation. Together, these interconnected priorities respond to today's development challenges while enhancing the resilience of communities and civil society.

This chapter highlights Penabulu's key initiatives, achievements, and lessons learned throughout 2023–2024. Behind every programme lies a deliberate effort to create spaces for collaboration where communities, government institutions, civil society organizations, academia, the media, and the private sector can work together to generate lasting and sustainable impact.

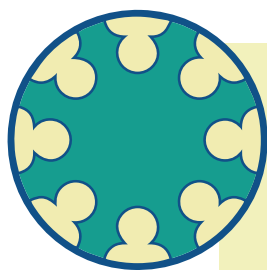
FIVE STRATEGIC FOCUS AREAS

Inclusive Development

Inclusive development can only be achieved when everyone has equal opportunities to participate, benefit, and influence the decisions that shape their lives. Yet many groups—particularly women and care workers—continue to face unequal access to protection, recognition, and economic opportunities. In response, Penabulu promotes a development approach that places gender equality, social inclusion, and justice at the heart of sustainable development.

Throughout 2023–2024, this commitment was advanced through the **Care Connect: Action for Care Workers in Indonesia and the Philippines initiative**, implemented in partnership with Kalyanamitra, the National Network for Domestic Workers Advocacy (JALA PRT), The SMERU Research Institute, Oxfam Canada, and the Government of Canada. The initiative integrates research, capacity strengthening, policy advocacy, and public campaigns to promote the recognition of care work and drive positive shifts in social norms.

To inform evidence-based policy recommendations, Penabulu completed **Rapid Care Analysis (RCA) studies** in East Nusa Tenggara and West Nusa Tenggara, alongside research examining the social norms that shape the distribution of unpaid care and domestic work within households. These findings informed the development of training modules for domestic workers, strengthened the capacities of partner organizations, and supported policy dialogue with government institutions to advance the recognition of the care economy as an integral part of Indonesia’s national development agenda.



Key Achievements:

1. Completed Rapid Care Analysis (RCA) in East Nusa Tenggara and West Nusa Tenggara to provide an evidence base for care economy policy recommendations.
2. Produced research on the social norms influencing the distribution of unpaid care and domestic work within households.
3. Developed training modules for domestic workers to strengthen awareness of labour rights, social protection, and decent working conditions.
4. Facilitated policy dialogue with the Ministry of Social Affairs to advance the recognition of the care economy, including support for discussions on the Domestic Workers Protection Bill (RUU PPRT).

This experience reaffirmed that inclusive development is measured not only by who benefits from development, but also by the extent to which historically marginalized groups gain recognition, protection, and meaningful opportunities to participate in decision-making processes.

Environment and Climate Change

Climate change has become one of the most pressing development challenges of our time. Its impacts extend far beyond environmental degradation, affecting livelihoods, food security, energy access, and increasing the frequency and severity of disasters. In response, Penabulu has adopted an integrated approach that brings together ecosystem protection, a just energy transition, community-led climate action, and resilience building into a unified strategy for sustainable development.

This approach is implemented through partnerships with government institutions, civil society organizations, local communities, Indigenous Peoples, women, young people, and the private sector. As an **Intermediary Organization (Lembaga Perantara/Lemtara)** under Indonesia's Results-Based Payment (RBP) REDD+ Green Climate Fund (GCF) mechanism, Penabulu has expanded civil society organizations' access to climate finance while promoting sustainable forest management that delivers benefits for both people and nature.

In the energy sector, Penabulu advances a **Just Energy Transition (JET)** through the **Women Empowerment for Just Energy Transition (WE For JET)** initiative. The programme integrates **Gender Equality, Disability, and Social Inclusion (GEDSI)** principles into energy transition policies and practices while strengthening the participation of women and other underrepresented groups in decision-making processes. Penabulu supports the enactment of **West Nusa Tenggara Governor Regulation No. 13 of 2024 on Green Energy Development**, facilitating the establishment of the GEDSI JET Working Group, and installing eight solar dryers across seven villages in East Flores to improve copra processing efficiency and increase community incomes.

Through the Voices for Just Climate Action (VCA) programme, Penabulu strengthened the capacity of civil society organizations, local communities, women, and youth to advance climate action. In Lembata, East Nusa Tenggara, the Muro local knowledge system demonstrates how indigenous knowledge, community empowerment, and multi-stakeholder collaboration can build climate resilience while protecting local livelihoods.

Penabulu also piloted the Indonesia Improvement Community Anticipatory Action (I CAN ACT) programme, which uses weather forecasting and risk analysis to help communities anticipate and reduce disaster risks before they occur. This approach enables communities to take early action, minimizing the impacts of disasters on vulnerable populations.

Penabulu's support for the revitalization of the **Muro local knowledge system in Lembata**, East Nusa Tenggara, demonstrates how this integrated approach is translated into community action. By combining Indigenous knowledge, community capacity strengthening, appropriate technologies, and multi-stakeholder collaboration, Penabulu has supported communities in

strengthening climate resilience while safeguarding sustainable livelihoods. This experience reinforces an important lesson: climate solutions are most effective when they are designed and led together with the communities that experience climate impacts firsthand.



Key Achievements:

1. Appointed as an Intermediary Organization (Lembaga Perantara/Lemtara) under Indonesia's Results-Based Payment (RBP) REDD+ Green Climate Fund (GCF) mechanism, expanding civil society organizations' access to climate finance.
2. Supported the adoption of West Nusa Tenggara Governor Regulation No. 13 of 2024 on Green Energy Development, integrating GEDSI principles into regional energy transition policies.
3. Facilitated the establishment of the GEDSI JET Working Group as a multi-stakeholder platform to advance an inclusive and just energy transition.
4. Installed eight solar dryers in seven villages, improving the efficiency of copra processing and strengthening local livelihoods.
5. Strengthened community resilience through integrated climate action, community capacity development, and multi-stakeholder collaboration, while supporting the adoption of the Village Regulation (Perdes) on the Muro tradition in Lamotokan Village, Lembata, East Nusa Tenggara, on 29 July 2024, providing a legal framework for the protection of coastal and marine ecosystems.
6. The pilot implementation of Anticipatory Action approaches to enhance community preparedness and resilience against climate- and disaster-related risks.



Penabulu joined civil society organizations at the EU-Indonesia Civil Society Forum (EU-ICSF), where the CO-EVOLVE 2 programme was launched. The programme aims to strengthen civic space, foster an enabling environment, and build the capacity of local civil society organization networks to advance a just and inclusive green transition in Indonesia. Jakarta, 27 June 2024. [Rizkiani Milania/Penabulu Foundation]

A resilient health system is shaped not only by the quality of healthcare services but also by the active participation of communities in prevention, outreach, and equitable access to care. Recognizing this, Penabulu continues to strengthen community-based health systems through collaboration with government institutions, healthcare facilities, civil society organizations, and local communities.

Throughout 2023–2024, Penabulu implemented two flagship initiatives: the **Indonesia Tuberculosis Elimination Programme**, supported by the **Global Fund**, and **USAID**, which supports the implementation of **Integrated Primary Healthcare (ILP)**. Both initiatives place communities at the centre of efforts to build health systems that are more inclusive, integrated, and sustainable.

Key Achievements:

PR Consortium – Indonesia Tuberculosis Elimination Programme

1. Reappointed, together with STPI under the Penabulu–STPI Consortium (PR Consortium), as a Principal Recipient supporting Indonesia’s goal of eliminating tuberculosis by 2030.
2. Expanded programme implementation across **30 provinces and 190 districts/cities**, working in partnership with **18 implementing partners**.
3. Contributed to the detection of **176,087 tuberculosis cases**, representing approximately **20.6 percent** of all TB cases identified nationally in 2024.
4. Conducted household contact investigations for **642,452 close contacts**, achieving **99.8 percent coverage**, while increasing **Tuberculosis Preventive Treatment (TPT) coverage from 12 percent in 2023 to 81.2 percent in 2024**, with 38,004 contacts initiating preventive treatment.
5. Successfully integrated the **Community Tuberculosis Information System (SITK)** with the National Tuberculosis Information System (SITB) across all **190 intervention districts/cities**, while contributing to Indonesia’s national TB elimination agenda and strengthening regional collaboration across ASEAN.





Key Achievements:

USAID INTEGRASI – Integrated Primary Healthcare (ILP)

1. Supported the first year of Integrated Primary Healthcare (ILP) implementation across **32 villages/urban wards, 32 community health centres (Puskesmas), 32 auxiliary health centres (Pustu), and 135 integrated health posts (Posyandu) in 10 districts/cities in Banten and North Sumatra**. By the end of 2024, programme coverage had expanded to **52 Puskesmas, 52 Pustu, 52 villages/urban wards, and more than 200 Posyandu across 20 districts/cities**.
2. Facilitated Integrated Primary Healthcare orientation sessions for **383 participants** from District Health Offices, Puskesmas, Pustu, and Posyandu cadres, as well as **463 representatives from local governments** at district, sub-district, village, and urban ward levels.
3. Assessed the capacity-building needs of approximately **662 community health volunteers (cadres)** and supported the preparation and initial implementation of competency development based on **25 core competencies for community health workers**.
4. Facilitated policy dialogue and strengthened cross-ministerial commitment involving the Ministry of Health, Ministry of Home Affairs, and the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration to accelerate the implementation of Integrated Primary Healthcare, particularly in Banten and North Sumatra.

Penabulu's experience throughout 2023–2024 reaffirmed that strengthening health systems requires more than quality medical services alone. Cross-sector collaboration, investment in community health workers, effective use of data, and meaningful community participation are all essential to building health systems that are more responsive, inclusive, and sustainable.

Civil Society Strengthening

Strong civil society organizations are the foundation of healthy democracies and sustainable development. As a Civil Society Resource Organization (CSRO), Penabulu works to strengthen the capacity, sustainability, and collaboration of civil society organizations through knowledge generation, network building, and institutional innovation.

Through the **CO-EVOLVE 2 programme**, Penabulu has cultivated an enabling ecosystem for civil society by expanding the **Lokadaya network**, developing **PERPETUAL** and **Lingkar9/Sadaya**, and delivering a range of capacity-strengthening initiatives. At the same time, Lingkar Madani continued to support organizational development through learning programmes, mentoring, and micro-grants, while the **Civil Society Organization Sustainability Index (CSOSI)** and advocacy for the **Public Associations Bill (RUU PUB)** contributed to strengthening the enabling environment for a more resilient and sustainable civil society.

Key Achievements:

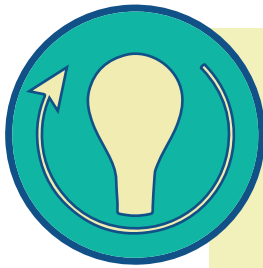
1. Through **CO-EVOLVE 2**, strengthened the civil society ecosystem across **38 provinces**, with a target of reaching **500 civil society organizations (CSOs)**, **50 women's groups**, and **50 youth groups**.
2. Expanded Lokadaya into a **nationwide network of 355 civil society organizations** across 38 provinces, including **96 Women's Rights Organizations (WROs)**.
3. Developed PERPETUAL as a **fiscal sponsorship hub** and Lingkar9/Sadaya as a **resource platform supporting the institutional development of civil society organizations**.
4. Through **Lingkar Madani Phase 3**, reached **97 civil society organizations** and **1,398 participants** through webinars, training programmes, coaching, and micro-grants.
5. Disseminated the findings of the Civil Society Organization Sustainability Index (CSOSI) to **194 participants** representing **149 civil society organizations**, while advancing policy advocacy to strengthen Indonesia's civil society ecosystem, including support for the **Public Associations Bill (RUU PUB)**.



Digital Transformation

Digital transformation has become a key strategy for expanding learning opportunities, strengthening knowledge management, and fostering collaboration across civil society. By leveraging digital technologies, Penabulu is widening access to information, learning resources, and institutional support that enable civil society organizations to grow, innovate, and collaborate more effectively.

Throughout 2023–2024, Penabulu continued to develop a range of digital platforms as part of its broader civil society strengthening ecosystem—from online learning and knowledge management to digital services that support organizational development and collaboration.



Key Achievements:

1. Expanded **Quill as Penabulu's knowledge management platform**, documenting organizational learning, good practices, and institutional knowledge.
2. Strengthened **Lokadaya as a digital platform** connecting hundreds of civil society organizations across 38 provinces to share knowledge, collaboration opportunities, and organizational resources.
3. Developed the **Lingkar Madani Learning Management System (LMS)** to support online training, organizational capacity development, and more flexible learning opportunities for civil society organizations.
4. Leveraged a range of digital platforms to broaden the reach of **training, mentoring, and cross-regional collaboration** through civil society capacity-strengthening programmes.

For Penabulu, digital transformation is more than the digitalization of organizational processes. It is a strategic investment in ensuring that knowledge, networks, and learning opportunities are more accessible, enabling more civil society organizations to collaborate, innovate, and amplify their collective impact.

COVERAGE WORK AREA

2023–2024



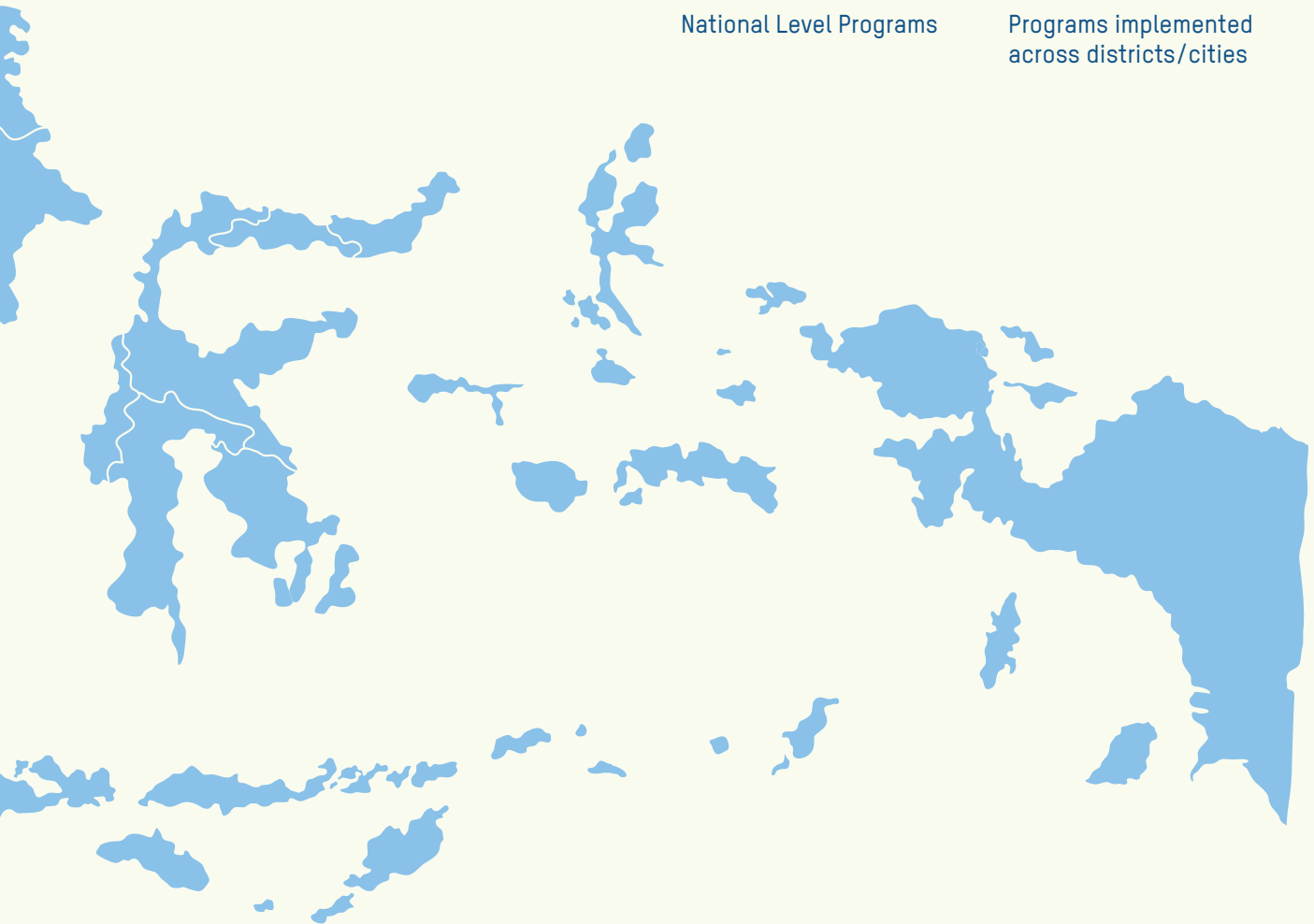
Source:
Penabulu Database 2023–2024

32 Provinces

27+ Programs

5
National Level Programs

190+
Programs implemented
across districts/cities



STRENGTHENING THE HUMANITARIAN ECOSYSTEM

As one of the world's most disaster-prone countries, situated along the **Pacific Ring of Fire** and highly vulnerable to climate-related hazards, Indonesia faces increasingly complex humanitarian challenges. In this context, effective humanitarian action extends beyond emergency response. It requires a system that connects preparedness, coordination, financing, and the leadership of local organizations. This integrated approach continues to guide Penabulu's efforts to strengthen a more resilient humanitarian ecosystem.

Complementing its work to enhance community resilience under the **Environment and Climate Change strategic focus**, Penabulu also strengthens the capacity to respond when disasters occur. This approach ensures that preparedness efforts undertaken with communities and local organizations can be translated into timely, coordinated, and people-centred humanitarian action.

Key Achievements:

1. Strengthened humanitarian financing mechanisms through the **Indonesia Disaster Resilience Fund (IDRF)** to support the preparedness and emergency response capacities of local organizations.
2. Expanded the **Humanitarian Partnership** initiative as a collaborative platform connecting government institutions, civil society organizations, humanitarian agencies, the private sector, and development partners.
3. Supported humanitarian response efforts for communities affected by **the Mount Lewotobi Laki-laki** eruption through emergency assistance and strengthened coordination among humanitarian partners.
4. Promoted inclusive humanitarian action by ensuring that the needs and priorities of women, children, older persons, persons with disabilities, and other vulnerable groups remained central to response and recovery efforts.
5. Captured and disseminated lessons learned and good practices from humanitarian responses to strengthen disaster preparedness, coordination, and humanitarian action across Indonesia.

One of Penabulu's major humanitarian responses during 2023–2024 followed **the eruption of Mount Lewotobi Laki-laki** in East Flores Regency, East Nusa Tenggara. Working alongside government agencies, civil society organizations, local communities, and humanitarian partners, Penabulu supported emergency response efforts by providing assistance to affected communities, with particular attention to women, children, older persons, persons with disabilities, and other vulnerable groups. At the same time, Penabulu strengthened inter-agency coordination to ensure that humanitarian assistance was delivered more effectively, reached those most in need, and responded to community priorities.

This experience reaffirmed the critical role of local organizations as the frontline of humanitarian response. To strengthen this role, Penabulu continued to develop the **Indonesia Disaster Resilience Fund (IDRF)** as a financing mechanism that supports preparedness while expanding local organizations' access to resources for crisis response. This effort is complemented by the Humanitarian Partnership initiative, which brings together government institutions, civil society organizations, humanitarian agencies, the private sector, and development partners to build a more coordinated and sustainable humanitarian system.

By combining preparedness, multi-stakeholder collaboration, and sustained investment in local leadership, Penabulu contributes not only to effective emergency response but also to strengthening community resilience against future crises.

Penabulu's experience throughout 2023–2024 demonstrates that resilient humanitarian systems are built long before disasters occur. Community resilience depends on sustained preparedness, capable local organizations, and collaborative systems that can rapidly mobilize resources and coordinate action when crises arise. Through this approach, Penabulu continues to strengthen a humanitarian ecosystem that is more inclusive, adaptive, and sustainable.



Penabulu and KONSEPSI, together with local communities and Indonesia's Meteorology, Climatology, and Geophysics Agency (BMKG), install a rainfall gauge (ombrometer) as part of anticipatory action for flood preparedness. 2024. [KONSEPSI]



Listening before responding. A member of Penabulu's Humanitarian Response Team speaks with a mother, survivor at an evacuation shelter after the Mount Lewotobi Laki-laki eruption. Community engagement helps ensure humanitarian assistance is responsive to the needs of affected families. East Flores, late 2024. [David F/ Penabulu Foundation]

ADVANCING ORGANIZATIONAL SUSTAINABILITY

Organizational sustainability is measured not only by the successful delivery of programmes, but also by the ability to mobilize resources, expand partnerships, and develop sustainable financing models that enable long-term impact. Recognizing this, Penabulu continues to invest in innovation to strengthen its institutional resilience while supporting the long-term sustainability of Indonesia's civil society ecosystem.

Throughout 2023–2024, Penabulu expanded a range of initiatives that connect its social mission with institutional innovation. These efforts have not only strengthened the organization's internal capacity but have also created new opportunities for communities, civil society organizations, and partners to contribute to broader and more sustainable social impact.

One of these innovations is Penabulu Shop, a social enterprise that offers products with social and environmental value. Through this initiative, Penabulu is pioneering a sustainability model that links economic activities with support for the organization's mission, while encouraging greater public engagement in creating positive social impact.

At the same time, Penabulu continued to strengthen its resource mobilization and fundraising strategies, while developing diversified sustainability models to broaden its funding base. These efforts provide an important foundation for maintaining organizational independence, expanding strategic partnerships, and enhancing the organization's capacity to respond to evolving development challenges.

For Penabulu, organizational sustainability is not simply about securing financial resources. It is about building the capacity to continuously adapt, innovate, and amplify impact. Through these efforts, Penabulu is strengthening the foundations of an organization that remains relevant, independent, and well-positioned to create lasting change for communities across Indonesia.

STORIES FROM THE FIELD

THE WAY OF UNDERSTANDING

Widiet's Journey Supporting Tuberculosis Patients

For many people in Banyuwangi, tuberculosis (TB) is more than a medical condition. Some believe it is caused by black magic, while others are unable to begin treatment because of financial hardship. Amid these challenges, Widiet Nurcahyo, a Tuberculosis Case Manager, has learned that successful patient support does not always begin with explaining the disease—it begins with understanding the person behind it.

Widiet joined Indonesia's Tuberculosis Elimination Programme in early 2024, inspired by experiences that were deeply personal. His mother had undergone TB treatment, his father-in-law had long served as a community TB volunteer, and he had lost three neighbours who died without receiving the support they needed to complete treatment. Those experiences convinced him that having someone to walk alongside a patient can make the difference between recovery and loss.

That conviction continues to guide his work in Banyuwangi, where strong cultural traditions and beliefs shape how people understand illness. Not every patient views TB through a medical lens; some still associate it with supernatural causes. Rather than dismissing these beliefs, Widiet begins by listening. He seeks to understand each patient's cultural background, social environment, and the people they trust most before deciding how best to communicate.

He recalls supporting one patient who firmly believed the illness had been caused by black magic. Instead of challenging that belief directly, Widiet invited a respected traditional healer to join the conversation. Together, they explained that TB is caused by bacteria, that treatment is available free of charge through public health services, and that recovery is highly likely if medication is completed. For Widiet, effective communication often depends not only on what is said, but also on who delivers the message.

Many of the barriers he encounters lie beyond medicine. One patient, for example, had lost the family's only source of income after a business collapsed. With household finances deteriorating and nearly IDR 3 million in overdue national health insurance (BPJS) contributions, treatment could not begin immediately. Although Widiet sought assistance from local government and philanthropic organizations, the process took time.

Knowing that the patient was an active member of a local church, Widiyet reached out to church leaders to explain the situation. The congregation responded with remarkable generosity. Their support enabled the family to settle the outstanding health insurance payments and helped cover essential living expenses during treatment. For Widiyet, the experience reinforced a simple but powerful lesson: supporting patients means more than connecting them to healthcare—it also means connecting them to the networks of care and solidarity that already exist within their communities.

Widiyet also believes that strengthening patient support means investing in the next generation. He has begun involving more young people as community volunteers and patient supporters, while encouraging healthcare workers to extend their role beyond clinical care. In his view, young people bring adaptability, empathy, and communication skills that help them connect with patients from diverse backgrounds and strengthen community-based healthcare.

Working closely with patients has taught Widiyet that every individual carries a different story, faces different challenges, and requires different forms of support. There is no single approach that works for everyone. Being a case manager means being willing to understand people as a whole—their culture, their social circumstances, and the realities of their daily lives—so that the path to recovery can be found together.

Widiyet's story reminds us that eliminating tuberculosis depends on far more than medicines and healthcare services. It also depends on the presence of trusted companions who can build confidence, overcome barriers, and ensure that no one has to face the journey to recovery alone.



Widiyet, Nurchayo, Case Manager for the TB Elimination Programme in Banyuwangi, engages with community members during a TB outreach session, providing tuberculosis education and screening integrated into a women's religious gathering. 2024. [PR Consortium]

YA'AHOWU, JUMPA FAKESE

How Saralina Builds Trust, One Home at a Time



The USAID INTEGRASI team from Penabulu meets with the head of a community health center (Puskesmas) in Gunung Sitoli, Nias to discuss strengthening primary healthcare. Community volunteer Sarlina actively shared her perspectives, reflecting the essential role of local volunteers in the successful implementation of the programme. 2024. [David F/Penabulu Foundation]

Trust is not built through a single awareness session. In Gunungsitoli, on the island of Nias, trust grows through the daily footsteps of a community health volunteer who knocks on people's doors, listens to their stories, and encourages them to seek healthcare. For Saralina Renmaur, every meaningful change begins with a simple encounter.

Since 2011, Saralina has devoted herself to serving as a community health volunteer. For more than a decade, she has supported pregnant women, infants, young children, and older persons throughout their healthcare journeys. Her role extends well beyond health education. She serves as a bridge between communities and health services, ensuring that people have access to accurate information and the care they need.

Building trust is never easy. Many families continue to hold beliefs and traditions that have been passed down through generations. Some parents hesitate to immunize their children because they fear possible side effects. Others prefer traditional massage (kusut) during pregnancy rather than visiting a community health centre.

Saralina never responds by dismissing these concerns. Instead, she chooses honesty. She openly shares her own experience of her child suffering complications following a DPT vaccination that eventually required surgery. For her, transparency builds trust. She explains that while every medical intervention carries some risk, the benefits of immunization and regular health check-ups far outweigh the potential side effects.

Her perspective is also shaped by her family's tradition of practicing kusut. While she deeply respects local knowledge and cultural practices, she also understands their limitations. Whenever she meets pregnant women or community members whose conditions require medical attention, she encourages them to visit the nearest health facility.

“I’m not a doctor,” she often tells them. “If you want a proper examination, it’s best to go to the health centre.”

Every day, Saralina works alongside fellow community health volunteers and midwives, visiting households across her community. During these visits, they monitor the health of pregnant women, young children, and older persons while documenting health conditions within the community. For Saralina, home visits are about much more than collecting data. They are where relationships are built—one family at a time.

A defining moment came when she participated in the 2024 Posyandu Cadres Jamboree, representing North Sumatra as an Outstanding Community Health Volunteer recognized by Indonesia’s Ministry of Health. There, she gained deeper insights into Integrated Primary Healthcare (ILP) and realized that many of the practices community volunteers had long carried out were, in fact, fundamental elements of a stronger primary healthcare system. The experience also reinforced the growing recognition of community health volunteers as the frontline of community-based healthcare.

Inspired by the experience, Saralina introduced a simple idea that later became known as “Jumpa Fakese”—meaning “Meeting at the Health Facility.” The concept emerged from a simple observation: meaningful conversations happen more naturally in people’s homes than in formal village meetings. Sitting together in a family’s living room, speaking in the local language, and involving everyone in the conversation creates a space where discussions about health feel more personal and less intimidating. From there, encouraging families to seek healthcare becomes much easier.

“Ya’ahowu, Jumpa Fakese—I’ll meet you at the health facility. But first, let’s talk here in your home.”

Those simple words open every visit. Every encounter leads to a conversation. Every conversation builds trust. And trust encourages people to seek the healthcare they need. This approach also helps community volunteers and health workers identify concerns at an early stage—from high-risk pregnancies and children requiring additional care to residents who have never received a health check-up.

For Saralina, meaningful change does not always begin with large-scale programmes or major interventions. Sometimes, it begins with the courage to knock on a single door, listen to one person’s story, and ensure that no one feels alone when they need care. Through these small but consistent acts of compassion, trust grows—and healthcare becomes closer, more accessible, and more deeply rooted within the community.



A group photo marks the conclusion of a two-day, in-person capacity strengthening workshop hosted by Lingkar Madani for more than 20 representatives of Indonesian civil society organizations. The workshop focused on nonprofit financial management and organizational planning, 12–15 August 2024. [Rizkiani Milania/Penabulu Foundation]

MOVING FORWARD, EXPANDING IMPACT

The past two years have been a defining period for Penabulu—not only through the achievements of its programmes, but also through a deeper understanding of the organization’s role in an increasingly complex world. Working alongside communities, civil society organizations, government institutions, the private sector, and development partners has reaffirmed an important lesson: lasting change is never the result of a single programme or a single organization. It grows from collaboration, trust, and the collective commitment of diverse actors working toward a shared purpose.

Throughout 2023–2024, Penabulu witnessed that the most effective solutions are those rooted in the knowledge, aspirations, and lived experiences of communities themselves. Across Indonesia, communities have increasingly become architects of change rather than passive beneficiaries—designing, leading, and sustaining initiatives that shape their own futures. These experiences reinforce Penabulu’s belief that inclusive development is only possible when people have the opportunity to determine their own paths forward.

At the same time, the challenges of climate change, public health, shrinking civic space, and rapid digital transformation have demonstrated that today’s development challenges can no longer be addressed through isolated, sector-based approaches. They require collaborative, adaptive, and integrated responses that connect institutions, communities, and knowledge across a shared ecosystem.

Building on these lessons, 2025 marks the beginning of a new chapter for Penabulu. Alongside the implementation of its 2025–2030 Strategic Plan, the organization will continue its transition toward full affiliation as Penabulu–Oxfam. This transformation is not simply about organizational identity; it represents a strengthened commitment to serving as a locally rooted organization that is globally connected—bringing Indonesia’s experiences into global conversations while ensuring that global knowledge and solidarity remain grounded in local realities.

Looking ahead, Penabulu will continue strengthening its role as an ecosystem builder. This includes advancing community economic resilience, expanding access to climate finance, supporting more responsive health systems, strengthening civil society organizations, and accelerating digital transformation to enhance learning, collaboration, and knowledge management. At the same time, the organization will continue to invest in institutional innovation, strategic partnerships, and diversified resource mobilization to ensure its long-term sustainability and independence.

Ultimately, sustainable change is not measured by the number of programmes implemented, but by the growing capacity of communities, local organizations, and collaborative networks to continue creating impact long after individual projects have ended. This conviction will continue to guide Penabulu in expanding spaces for collaboration, strengthening local leadership, and ensuring that opportunities and resources reach those who need them most.

The partnerships nurtured by Penabulu represent far more than institutional relationships. They are living networks where ideas are exchanged, knowledge is shared, and trust continues to grow. From villages and coastal communities to forest landscapes and national policy forums, these connections bring together diverse actors united by a common aspiration—to build a more just, resilient, and sustainable future.

Our journey is far from over. Significant challenges remain, and much work still lies ahead. Yet the experiences of 2023–2024 have strengthened our confidence that every step taken together creates greater opportunities for lasting impact. Guided by the spirit of collaboration, the courage to innovate, and an unwavering commitment to human dignity and environmental stewardship, Penabulu will continue working alongside Indonesia’s civil society to help shape a future that is more inclusive, resilient, and sustainable.



Behind every stronger health system are dedicated community volunteers. These health volunteers from Labuhan Batu, North Sumatra, are helping bring primary healthcare closer to the communities they serve through the USAID Integrasi programme. 2024 [Rizkiani Milania/Penabulu Foundation]

CLOSING STATEMENT

Penabulu's journey throughout 2023–2024 is not only a story of achievements, but also one of transformation. For more than two decades, Penabulu has grown as a Civil Society Resource Organization (CSRO), strengthening the capacity, networks, and sustainability of civil society organizations across Indonesia. That mission remains at the heart of who we are. At the same time, as this Annual Report goes to print, Penabulu is entering a new chapter as a Prospective Affiliate of Oxfam International—a transition that is reshaping the organization across every dimension, from governance, strategy, and organizational culture to global partnerships.

This transformation reinforces Penabulu's commitment to advancing programmes that strengthen civil society, promote human rights, support a just energy transition, and empower women and young people as drivers of change. At the same time, Penabulu continues to expand collaboration with global civil society networks, government institutions, the private sector, philanthropic organizations, and national partners to advance climate action, protect civic space, strengthen public health, and promote more equitable financing systems. These resource mobilization efforts are ultimately directed toward building an enabling ecosystem in which civil society organizations can become more resilient, independent, and sustainable.

For Penabulu, this transition is not about changing who we are—it is about expanding the role we play. Rooted in local leadership and connected to global networks, Penabulu aspires to serve as a bridge between the aspirations of Indonesia's civil society and the opportunities, knowledge, and partnerships available at the global level. Guided by this vision, Penabulu moves forward with the conviction that lasting change can only be achieved when civil society is stronger, collaboration is broader, and every effort remains anchored in a shared purpose: to uphold human dignity, protect our planet, and contribute to a more just, resilient, and sustainable future—from Indonesia's local communities to the global stage.

*Eko Komara,
Executive Director*



OUR DIRECTORATE



PENABULU GRANT MANAGEMENT

Leads resource mobilization, grantmaking, and grant management, while facilitating network-based public policy advocacy. It also provides technical assistance and organizational, programmatic, and financial capacity strengthening for partners to support the implementation of other grant schemes.

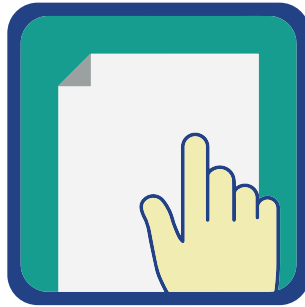
Find out more at: <http://grantmanagement.penabulufoundation.org/>



PENABULU IMPLEMENTATION NETWORK

Builds on Penabulu's longstanding role in implementing community-based programs by maximizing the contributions of its regional offices and collaborating with alliance partners. It emphasizes local ownership and capacity strengthening across all areas of operation.

Find out more at: <http://implementingnetwork.penabulufoundation.org/>



PENABULU RESEARCH INSTITUTE

Manages the data, information, and knowledge generated by Penabulu; develops strategic studies, action research, and evidence-based advocacy to advance the organization's mission; and fosters effective partnerships with research institutions, universities, and national and local governments.

Find out more at: <http://researchinstitute.penabulufoundation.org/>



PENABULU HUMANITARIAN RESPONSE

Mobilizes the organization's resources for disaster response across Indonesia by coordinating multi-stakeholder support, delivering humanitarian assistance and logistics, and focusing on emergency relief and the rapid restoration of livelihoods through a market systems-based approach.

Find out more at: <http://disasterresponse.penabulufoundation.org/>

