

EXPANDING THE CIRCLE OF INFLUENCE



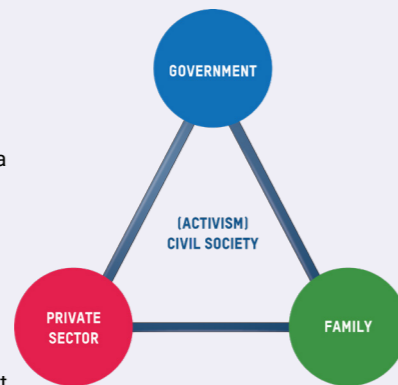
PENABULU OXFAM

ADVOCACY, CAMPAIGNING, ENGAGEMENT

Referring to the Theory of Change outlined in the previous section, the vision of a just, equal, and harmonious world—where all people, without exception, lives as humans in dignity on the one earth in harmony—has been distilled into a clear impact statement that reflects Penabulu’s vision as the condition: **in which poverty is eradicated and inequality is eliminated across all aspects of life in Indonesian society.**

Penabulu affirms that justice, equality, and a harmonious coexistence (the desired values) can only be achieved when poverty and inequality in all aspects of life are eliminated (the desired condition) in Indonesia (the primary locus of Penabulu’s intervention and its contribution to the world as part of the Oxfam global network). **It is clear that this desired condition cannot be achieved through Penabulu’s efforts alone:** neither because of its role as one among many civil society organizations functioning as a catalyst of citizen activism and a balancing force between government, the private sector, and families; nor because of its limited resources compared to those of state, corporate, or multilateral actors that Penabulu seeks to influence.

Therefore, Penabulu will **dedicate all its resources to expanding its circle of influence** in eradicating poverty and inequality, primarily in Indonesia and, by extension, globally. **In addition to its strategic decision and steps to become**



part of the Oxfam global network, Penabulu’s broader ambition will be accompanied by strategies to **expand its sphere of influence** through **Advocacy, Campaigns, and Public Engagement**. Aligned with the roadmap of the Theory of Change, Penabulu’s influence will be expanded to achieve the following strategic outcomes:

1. Civic Space in Indonesia is safe and open.
2. Civic Engagement that is inclusive, active, and effective, especially in fulfilling civil and political rights.
3. Governance Systems that are efficient, transparent, accountable, anti-corruption, and participatory, both in government and corporations.
4. Earth & Environment, where natural resources are managed sustainably, benefits are distributed equitably, and environmental resilience is strengthened for future generations.
5. People & Wellbeing, where quality of life and social, economic, and cultural rights are realized equitably and inclusively for all.
6. Humanitarian Action that ensures protection, preservation of life, and assistance for affected groups, delivered responsively, inclusively, effectively, locally grounded, and with dignity.

resistance, the dominance of powerful economic interests, and restricted access to decision-making forums. The prerequisites for successful advocacy include: credible research, sharp actor and power mapping, communication strategies capable of cross-sector coalition.

As a national civil society organization, Penabulu will focus on producing policy briefs and evidence-based research to strengthen domestic advocacy efforts. As part of the global Oxfam network, Penabulu can increase its leverage by building international coalitions and using global forums to spotlight Indonesian policy issues, thereby linking national struggles to global justice agendas.

ADVOCACY

Penabulu’s advocacy strategy will target stakeholders with the authority to shape policies, regulations, and institutional practices, including government, corporations, and international bodies. The desired change is the adoption of fair, transparent, and pro-poor policies, with the outcome being their effective enforcement and implementation.

Advocacy operates within a landscape of power dynamics and competing interests. Understanding this context is critical: mapping interests determines the space for influence, identifies the most decisive actors, and highlights windows of opportunity in policy-making processes. Penabulu must closely observe political

CAMPAIGNING: Education, Information Dissemination, and Persuasion

Penabulu’s campaign strategy will target the wider public to raise awareness, broaden the support base, and create socio-political pressure to back advocacy agendas. The desired outcome is increased public participation and a shift in awareness and culture, ensuring that specific issues can no longer be ignored. Optimal results from campaigns will take the form of strong social momentum and collective opinion, whether through short-term campaigns responding to crises or political moments, or long-term campaigns that shift social norms and cultural practices.

The essential prerequisites for successful campaigning are persuasive narratives, simple communication symbols, and the careful selection of channels appropriate to the target audience. Capacity-building efforts also play a critical role, not only through training young activists in creative content production but also by fostering cross-community communication ecosystems, providing sustained mentoring, and strengthening digital literacy to counter disinformation.

Penabulu can implement locally rooted, contextual campaigns, while also leveraging its global network to act as an amplifier, elevating local voices and providing protection when campaigns face repression.

PUBLIC ENGAGEMENT: Building Long-Term Support

Penabulu’s public engagement strategy will target individuals and groups already connected to specific issues, aiming to build long-term relationships, strengthen trust, and encourage them to become consistent contributors. The desired transformation is for supporters to move from sympathizers to active advocates, campaign mobilizers, and eventually sustained donors. The optimal outcome is the creation of a community that is not only loyal but also capable of initiating advocacy and campaigns independently. Success in public engagement relies on ethical and transparent relationship management, consistent content delivery, and the provision of meaningful spaces for participation.

Public engagement will encompass a diverse range of public activities and solidarity actions, both online and offline, including public consultations, festivals, music concerts, and other similar events. These engagements can be combined with efforts to mobilize funds and resources from the public.

Furthermore, Penabulu will foster networks of civil society organizations (CSOs) and community groups to connect grassroots organizing nodes and centers of community production, from the local level through regional networks, and ultimately at the national scale.

Partnerships will be essential, whether through supporting community-driven government programs, collaboration with the private sector, joint research with universities, co-reporting with public-interest media, or other innovative alliances.

UNDERSTANDING GEN-Z: Non-Conventional Engagement

If Generation Z (Gen Z) is defined as young people born between 1997-2012, it is estimated that by 2025, there will be around 75 million people, or approximately 28% of Indonesia’s population. Gen-Z is characterized by strong critical awareness. Key traits include: digital activism (slacktivism), conducting advocacy and campaigns primarily via social media and online platforms.

This form of activism tends to be minimalist, yet it holds strong potential to be channeled into real-world action. Gen Z also possesses a substantive awareness and a strong connection to global issues. They exhibit high levels of creativity, innovation and cross-boundary collaboration (across groups, generations, and countries). Moreover, Gen Z seeks flexible and non-binding engagement. They tend to favor short-term, spontaneous participation rather than formal membership in political or social organizations.

Given their demographic weight and influence in shaping public pressure on local, national, and global issues, Penabulu must design a Gen Z engagement strategy that differs fundamentally from conventional approaches and takes into full account the unique characteristics of this group. This will require a dedicated team and sufficient infrastructure, strong campaign narratives that connected to global issues; the maximized use of social media and leverage their digital-native behaviour, using all available platforms and media channels; provide inclusive and comfortable participation spaces, particularly in the form of creative and innovative public actions; and further advance digital activism to grow into real, on-the-ground actions led by and close to the affected communities they care about.

CHOICE OF ROLE: Leading, Partnering, and Supporting

In each influence-expansion strategy, advocacy, campaigning, or public engagement, and any forms of chosen intervention in each strategy, Penabulu will determine its role, based on the dynamic of situation, while carefully considering values, ethics, capacity, and integrity; capacity and capability; collaboration and network needs; anticipation of potential reaction and legal consequences; the safety and security of the organizational and its personnel; as well as possible reputational impact and risks.

In general, Penabulu may choose from the following three primary role options: (1) to take direct action and lead – *strong visible identity*, (2) to act directly together with partners and networks – *a collective identity*, (3) to support partners and networks from behind – *identity does not need to be visible*.

These roles are not static. Penabulu may combine multiple roles simultaneously or adapt its role over time with the considerations stated above.

| STRATEGY FOR EXPANDING THE CIRCLE OF INFLUENCE | INTERVENTION CHOICES | | | | ROLE CHOICES | | |
|---|--|---|--|---|---|--|--|
| ADVOCACY | Policy research and studies, preparation of academic papers and policy recommendations | Hearings, consultations, lobbying | Litigation (legal process monitoring, lawsuits, judicial review, etc.) | Policy consultation, practical guidelines, and development of manuals and standards | Acting independently and taking the lead – <i>strong visible identity</i> | Acting directly in partnership with allies and networks – <i>collective identity</i> | Supporting partners and networks from behind – <i>identity does not need to be visible</i> |
| CAMPAIGN | Education, information dissemination, public awareness | Regular collaborative campaigns, both physical and digital | Amplifying local voices and connecting with global campaigns | Strengthening infrastructure and capacity building | | | |
| PUBLIC ENGAGEMENT | Public events and solidarity actions | Campaign brand activation, supporter management, public resource mobilization | Development of civil society advocacy networks | Multi-stakeholder partnerships | | | |
| Non-Conventional Digital-Based Gen-Z Engagement | | | | | | | |



Jointly formulating the collective movement of civil society organizations within the Indonesian Civil Engagement Alliance network. This consolidation space was intentionally built as a shared commitment to remain relevant in today's evolving context. (Rizkiani Milania/Penabulu)

Tahukah engkau semboyanku?

AKU MAU!

“Dua patah kata yang ringkas itu sudah beberapa kali mendukung dan membawa aku melintasi gunung keberatan dan kesusahan. Kata ‘Aku tiada dapat!’ melenyapkan rasa berani. Kalimat ‘Aku mau!’ membuat kita mudah mendaki puncak gunung.”

– RA Kartini



penabulufoundation.org

info@penabulu.id @ infopenabulu penabulufoundation

Locally Rooted, Globally Connected