

THE INITIAL ROADMAP TO THE FUTURE



PENABULU OXFAM

THEORY OF CHANGE

INTERCONNECTION OF FOCUS AREAS: Prerequisite Areas and Anticipatory Humanitarian Action

The diagram illustrates the roadmap [see at the last page] of how Penabulu aims to achieve its long-term vision: a world where everyone, without exception lives as humans in dignity on the one earth in harmony. This envisioned condition is, of course, not something that can be easily or quickly realized by the end of 2030; it will likely remain as Penabulu's guiding vision for decades to come.

History has shown that decades of valuable investment in poverty eradication and inequality reduction can be wiped out overnight due to changes in national leadership, shifts in democracy, or altered economic models. For this reason, the roadmap underscores Penabulu's conviction that civic space and the quality of civic engagement in realizing citizens' civil and political rights, represented by the **Space focus area**, are prerequisites for implementing strategies across the other focus areas: **Governance System, Earth, and People**.

If risks anticipated in Penabulu's roadmap of change materialize into **worst-case scenarios such as humanitarian crises** triggered by natural or non-natural disasters, resource scarcity, economic collapse, conflict, displacement, or pandemics, Penabulu will activate an additional anticipatory focus area: **Humanitarian Action**.

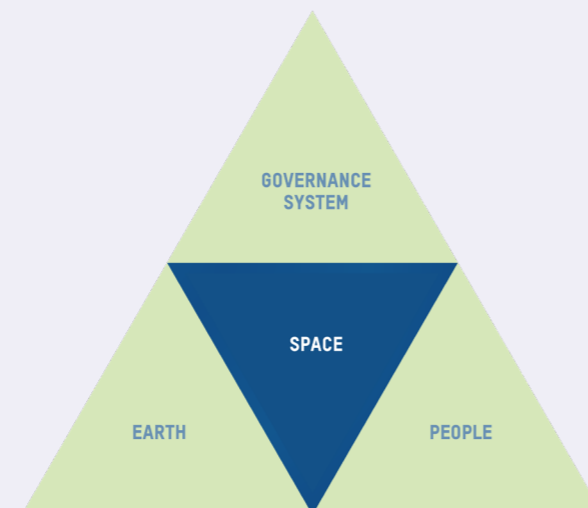
Humanitarian action is an inseparable approach within the Triple Nexus, and it must stand alongside Development and Peace approaches in every application. **The change outcome in the Humanitarian Action focus area is to ensure the protection and preservation of life, and to provide assistance to affected groups in a manner that is responsive, inclusive, effective, locally grounded, and dignified.**

The implementation strategy within this focus area will center on actions encompassing disaster and humanitarian crisis mitigation and risk reduction, the strengthening of preparedness capacities, early warning systems, and anticipatory actions. Penabulu is committed to taking a leading role in responding to disaster emergencies and humanitarian crises, while continuously seeking the best opportunities to protect affected communities, victims, and displaced people; striving for lasting conflict resolution; and fostering a more just development order throughout recovery and rehabilitation phases.

The Mandala Structure: Three Core Components

The Mandala Penabulu is composed of three interlinked and overlapping structural components, each with its own guiding message to navigate the roadmap of Penabulu's Theory of Change.

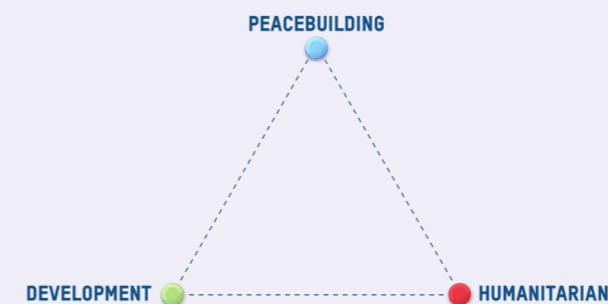
The first is the **Triangle of Focus Areas**, consisting of four smaller triangles centered around one core triangle representing the **Space focus area**, surrounded by three others: **Governance System, Earth, and People**. Within the roadmap of change, each focus area is accompanied by a change outcome statement and core strategic designs, which will be implemented through both single-sector focused programs and multi- or cross-sectoral programs.



The second component is the **Three Interconnected Points**, represented by three circular nodes linked together, with connecting lines forming the impression of a triangle. Penabulu specifically adopts the **Triple Nexus** approach – integrating the objectives and approaches of **Development, Humanitarian, and Peace (Peacebuilding)** to address today's complex and interrelated crises in a holistic manner. It is believed that only by applying the Triple Nexus approach can Penabulu begin to uncover the structural root causes of poverty and inequality as well as identify more sustainable, long-term solutions.

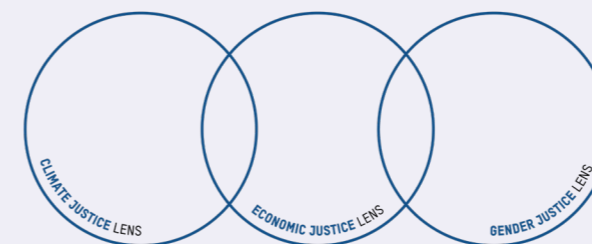
Each program developed will be accompanied by thorough investigation, identification, and navigation of

the Triple Nexus dimensions throughout every stage of its management cycle – from situation analysis, creation and planning, implementation, monitoring, evaluation and learning, to the impact measurement stage.

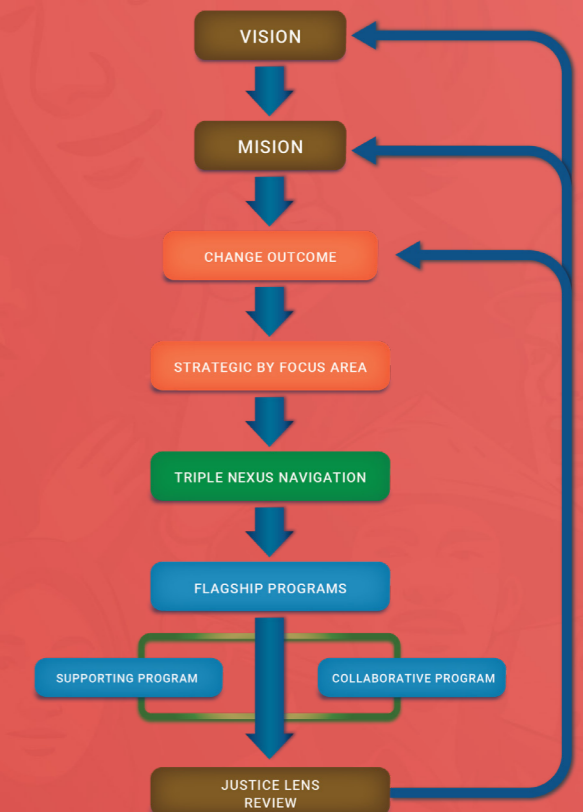


The third structural component of the Mandala is the **Three Overlapping Circles of Justice Lenses**, which illustrate the three interrelated lenses of justice that are always applied together: the **Climate Justice Lens, the Economic Justice Lens, and the Gender Justice Lens**.

These three justice lenses are used to ensure that the principles of justice serve as a foundation in every Penabulu program implementation. They are also reapplied at the stages of results and impact measurement to assess the extent to which Penabulu's programs have contributed to addressing the root causes—rather than merely addressing the symptoms—of social, economic, and gender injustices across different aspects and levels of measurement.



HOW THE MANDALA WORKS



The **Penabulu Mandala** and its **Roadmap for Change** will guide the organization in achieving its **2025–2030 vision and mission**. Each area's **change outcome** is reinforced by the consistent application of the **Triple Nexus (Humanitarian, Development, and Peacebuilding)** across all program implementations and iteratively assessed through the **three justice lenses (climate, economic, and gender)** as a means of impact assessment, serving as a bridge to re-evaluate the organization's progress toward its vision and mission.

To ensure systematic and adaptive implementation, Penabulu will establish a **Monitoring, Evaluation, and Learning (MEL) Framework** that is open and participatory to ensure that the Mandala operates systematically, objectively measurable, and remains adaptable through constructive feedback.

In addition, a **Knowledge Management Strategy** will be developed to organize, reflect upon, and generate new knowledge that serves as a resource enabling Penabulu to identify its focus of intervention in addressing development and humanitarian challenges in Indonesia.

ROADMAP OF CHANGE

PENABULU FOUNDATION 2025-2030

