

A GUIDING FORCE THAT ENABLES AND STRENGTHENS



PENABULU OXFAM

VISION AND MISSION 2025-2030

NEW MANDATE: Part of the Global Humanitarian Network

Since its founding, Penabulu has been guided by a strong vision that drives its growth: **an empowered Indonesian Civil Society**. The affiliation journey toward Oxfam Indonesia has strengthened

Penabulu to broaden its future aspirations, enabling it to play larger roles and assume bolder leadership, as stated in the new vision:

“A just, equal, and harmonious world”
A world where all people without exception live with dignity on the one earth in harmony.

This new vision is translated into the following mission:

“To protect and expand civic space, promote a people-centered economy that values ecological and climate balance, strengthen democratic resilience, uphold the fulfillment of human rights, eradicate poverty, fight social, economic, and gender injustice, and take humanitarian action to save lives and build dignified, equitable living for all.”

Being part of Oxfam’s global network encourages and enables Penabulu to integrate its engagement in advancing development goals with humanitarian action, in line with the concluding part of the mission statement above.

Under this new humanitarian mandate, Penabulu believes all humans, especially persons with disabilities and other vulnerable and marginalized groups, have the right to live with dignity and thus have the right to protection and crisis assistance.

Penabulu will work with partners to continuously promote feminist, locally-led humanitarian systems and leadership at all levels. Penabulu will also work to reduce the risk of disaster and humanitarian crises; strengthen preparedness capacities, early warning systems, and anticipatory action.

Penabulu commits to being at the forefront of disaster emergency response while seeking the best opportunities to protect affected communities, victims, and displaced people. Penabulu also pursues permanent conflict resolution and fosters fairer development during recovery and rehabilitation.

PENABULU MANDALA: Concentric-Holistic Structure

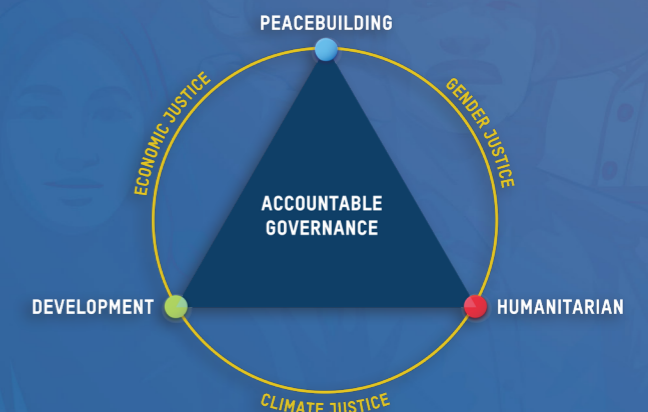
The Penabulu Mandala is a conceptual framework used by Penabulu to view itself as a whole within a dynamic workspace, an ever-changing environment, and an interwoven set of values that enrich one another. The Penabulu Mandala affirms the organization’s self-understanding while reflecting Penabulu’s commitment to continually and critically adapt to both internal and external challenges and changes—at local, national, and global levels.

Within the Penabulu Mandala, the concentric-holistic structure serves as the main pillar guiding the organization’s thinking and actions. This structure represents a layered and centered composition, where each layer is interconnected, forming an integrated whole. The term concentric signifies being centered on a paradigmatic core and shared purpose, while holistic emphasizes an approach that perceives the entire system along with the interrelations among its parts. Thus, the concentric-holistic structure is understood as an integrated system—focused on the organization’s core paradigm and ensuring that every element works synergistically to realize Penabulu’s vision and mission in a comprehensive manner.

The vision of a just, equal, and harmonious world reflects Penabulu’s core beliefs. Penabulu believes the fundamental problem lies in the clash between human population growth and limited ecological carrying capacity and natural resources. Harmony between **people** and **the earth** is essential for the continuity of life. Sustainable development requires economic growth that does not ignore social justice and environmental preservation.

According to Oxfam’s **Global Strategy Framework 2020–2030**, inequalities can be addressed by supporting the most affected communities, advancing gender justice, implementing effective climate mitigation and adaptation measures, and building a people-centred economy that respects environmental limits, towards creating a more just and sustainable world by 2030.

Penabulu will specifically adopt the **Triple Nexus** approach, which integrates humanitarian action, development, and peacebuilding, to address complex and interrelated crises holistically. This initiative is designed to maximize resource efficiency and deliver a sustainable impact that goes beyond the limits of individual projects, particularly by fostering meaningful collaboration among diverse stakeholders. The adoption of the Triple Nexus approach will strengthen collective efforts to promote lasting peace, resilience, and inclusive development. Only by applying this approach will Penabulu be able to uncover the structural root causes of poverty and inequality and identify long-term solutions.



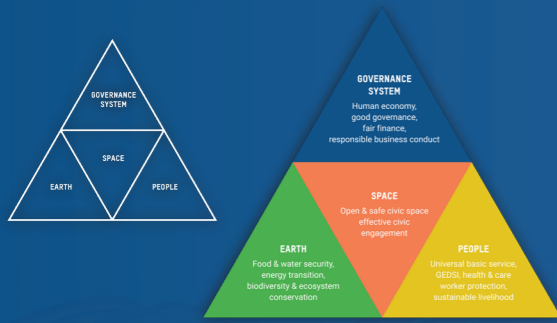
Previously, Penabulu focused on nine core issues, including inclusive development, public–private–community partnerships, sustainable markets, environmental and climate change, public health, public accountability, village empowerment, equitable digital transformation, and CSO strengthening.

Under the new vision and mission, while Oxfam’s GSF mandates four core ambitions, **economic justice**, **gender justice**, **climate justice**, and **accountable governance**, the **Penabulu Mandala** translates this into four main focus areas: **Space** (civic space as central intervention), **People** (human and the entire social systems), **Earth** (with all its ecological limits), and **Governance Systems** (democratic and economic choices).



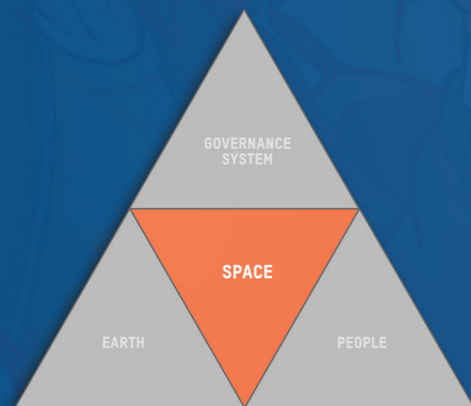
Justice and equality are conditions shaped by choices of particular **governance systems**. Penabulu believes poverty and inequality result from exclusive, unjust development models that do not reflect feminist principles and **therefore ending them entirely is a matter of choice**.





As illustrated by the placement of the main triangle at the center of the other three, the focal point of Penabulu's overall vision strategy lies within the **Space focus area**— representing the civic space in Indonesia, reflecting Penabulu's long-standing role as a CSRO. Penabulu continues to believe that a conducive civic space depends on strong, empowered civil society organizations. Furthermore, a safe and open civic space in Indonesia is seen as a prerequisite

STRATEGIC FOCUS AREAS: The Rhizome Pathways to The Outcome



The **Space focus area** has two levels of objectives: an enabling objective and a change outcome.

The enabling objective (immediate outcome) of the Space focus area is safe and open civic space for Indonesian civil society.

Under this enabling objective, the Space focus area will primarily include efforts to expand and protect civic space; strengthen the capacity and sustainability of civil society organizations (CSOs); build and strengthen interconnected networks and ecosystems of civil society; and support the consolidation of collective narratives and public policy advocacy agendas. In parallel, the focus area will actively engage in learning and strengthening agendas of civil society at the regional, South-South, and international levels.

The change outcome of the Space focus area is more inclusive, active, and effective civic engagement, particularly in advancing the fulfillment of civil and political rights.

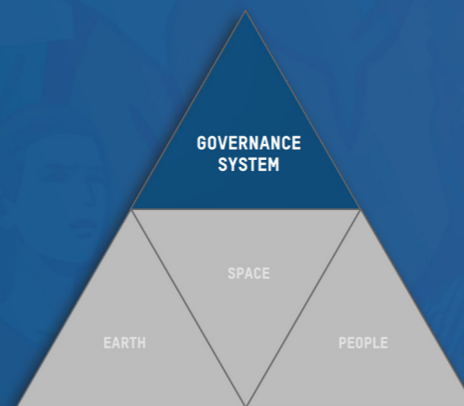
Under this change outcome, the **Space focus area** will primarily focus on efforts to support continuously critical awareness and

for achieving Penabulu's broader vision, symbolized by the three surrounding triangles: **the focus areas of the Governance System, Earth, and People.**

These focus area triangles are also positioned under the **Triple Nexus** approach, in which **Humanitarian, Development, Peace** represent an integrated set of perspectives, approaches, and intervention frameworks that are no longer separate from one another. The Triple Nexus will consistently be applied across all of Penabulu's strategic implementations. Every program developed by Penabulu may encompass one or more focus areas, and each program will be accompanied by thorough investigation, identification, and navigation of Triple Nexus aspects. Each program will include in-depth Triple Nexus analysis across the management cycle, situation analysis, planning, implementation, monitoring, evaluation, learning, and impact measurement.

grassroots organizing; ensure and uphold the respect and fulfillment of human rights for all people in Indonesia; strengthen meaningful citizen participation in public policy-making; and encourage reforms toward a democratic political system and governance that prioritize the interests and aspirations of the people.

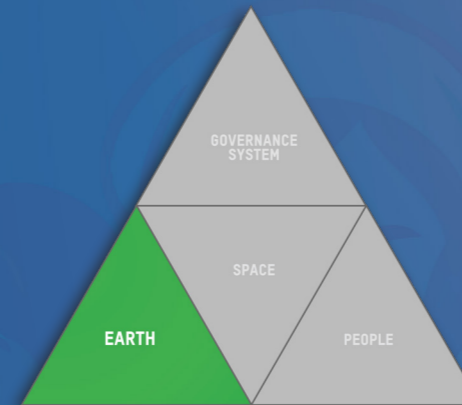
In the rhizomatic movement of civil society organizations, enabling goals and transformative goals are two interrelated arenas that complement and work integratively with one another. Together, they form the fundamental foundation of an empowered civil society in Indonesia.



The change outcome of the Governance System focus area is efficient, transparent, accountable, anti-corruption, and participatory governance in both government and corporate sectors.

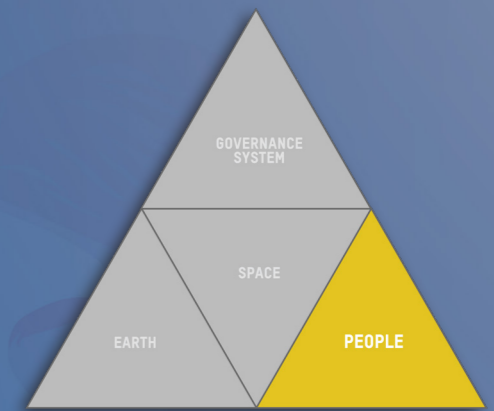
The **Governance System focus area** will include efforts to develop human-centered economic models and policies that create new employment opportunities and reduce inequality; monitor budget allocation and spending quality, promote tax reform and ensure

that fiscal policies are pro-people; promote good governance and responsible business conduct through advocacy, monitoring, and collaboration; and specifically advocate for the fulfillment of human rights within the context of business and industry (Business and Human Rights).



The change outcome of the Earth focus area is the sustainable use of natural resources, accompanied by fair benefit-sharing mechanisms and the strengthening of environmental resilience for future generations.

The **Earth focus area** will include efforts to mitigate and adapt to climate change, particularly through Nature-based Solutions and ecosystem restoration; conserve and sustainably use biodiversity; strengthen local food systems in terms of availability, accessibility, and quality; promote fair and sustainable water resource management; advance a just energy transition; and specifically promote the development of systems, policies, and mechanisms for greenhouse gas emission reduction, as well as the equitable implementation of carbon trading schemes.



The change outcome under the People focus area is the improvement of quality of life and well-being, particularly through the equitable and inclusive fulfillment of the economic, social, and cultural rights of all citizens.

The **People focus area** will include efforts to ensure universal access to health and education basic services; mainstreaming GESDI (Gender, Equality, Disability, and Social Inclusion) and empowering of women, youth, and other marginalized groups; addressing all forms of Gender-Based Violence (GBV) through empowerment, victim support, policy advocacy, and socio-cultural transformation; strengthening the role and capacity of health and care workers (including Domestic Workers); supporting the development of alternative and sustainable livelihoods for marginalized groups; and promoting community-based production systems and strengthen people's participation in economic democracy models.

