

Year 2025



MADANI Berkelanjutan 2025 Annual Report



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In times when democracy falters and power turns chaotic,
when the planet aches and fairness fades,
hope must choose to grow.

2025 Review

Maintaining Footing, Overseeing Policy: A Year of Planting Hope

The year 2025 is a crucial point in Indonesia's climate journey. Amidst national leadership transitions and global geopolitical dynamics that influence development and climate policy directions, MADANI Berkelanjutan stands with Indonesian civil society groups to ensure that national policies are in line with the realities of communities at the grassroots level.

From the forests of Kapuas Hulu to the coast of Maluku, we work beyond the numbers. We strive to build systems, strengthen the voices of vulnerable groups, including indigenous peoples, women, and young people, and advocate for policies that favor those who are most vulnerable and affected by the climate crisis.

This report documents that journey, the collaborations formed, the lessons learned, and the shared dedication to planting hope for a more resilient, just, and sustainable Indonesia.



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Foreword

Bridging Innovation for a Sustainable Future

The year 2025 marks nine years of MADANI's presence amid the dynamics of Indonesian civil society. During these nine years, we have been learning, growing, and strengthening our role. This year, we have chosen to focus our energy on one keyword : **resilience**. Our work throughout 2025 shows that the most sustainable climate solutions often arise from local wisdom, when supported by the right technology and policies.

We complement these grassroots efforts with consistent, evidence-based policy advocacy. Throughout the year, MADANI provided strategic input to various national and global policy agendas, including the Second NDC, the design and governance of the Tropical Forest Forever Facility (TFFF), and safeguards for carbon trading. We are also actively involved in the preparation of policy input, including academic drafts to strengthen the Climate Justice Bill, the Indigenous Peoples Bill, and the Revised Forestry Bill. We believe that without a strong legal umbrella for indigenous peoples and vulnerable groups, climate justice will not be realized.

Over the past year, our work has also been deeply rooted in landscapes such as Kapuas Hulu. Throughout 2025, MADANI strengthened collaboration with local governments, Indigenous communities, youth groups, local entrepreneurs, and civil society networks to explore pathways for local economic development that are aligned with ecosystem protection. From developing sustainable investment portfolios to facilitating multi-stakeholder dialogue spaces, these processes demonstrate how lessons from the local level can enrich national and global conversations on equitable and sustainable development.

At the same time, 2025–2026 marks an important period in the lead-up to COP30. MADANI contributed to bringing together civil society organizations, researchers, grassroots communities, and global partners to articulate shared messages on climate justice, forest protection, and fair climate finance. These efforts aim to ensure that experiences and voices from Indonesia's local contexts are more strongly reflected in global climate discussions, while also strengthening civil society's collective capacity to respond to shifting policy dynamics.



We present this annual report as a form of accountability to our partners, donors, and especially to Indonesian civil society. We want to show that every resource entrusted to us has been translated into concrete efforts to promote more inclusive policies and empower communities.

Thank you for walking with us. Let us continue to collaborate to preserve ecosystems and ensure people's sovereignty amid the ongoing climate crisis.

Warm regards,
Nadia Hadad
Executive Director



About MADANI BERKELANJUTAN

MADANI Berkelanjutan is a non-profit organization that acts as a catalyst to strengthen climate justice in Indonesia. We facilitate dialogue among cross-sectoral actors, from grassroots communities to policymakers, to create fair, evidence-based, and globally impactful solutions.



Vision

To realize sustainable, equitable economic, social, and environmental development in Indonesia, rooted in local wisdom.

Misi



Mobilizing stakeholders to strengthen sustainable, equitable natural resource management rooted in local wisdom.



Strengthen public policy advocacy to improve natural resource governance that is more equitable and inclusive.



Strengthening the voice of civil society through strategic insights, advocacy, and campaigns to realize a fair and sustainable Indonesia.

How We Work

From Collaboration to Evidence-Based Advocacy

MADANI Berkelanjutan works through a measurable cycle to ensure that each initiative has strong roots in the community and a real impact at the policy level. We work with the C.A.I.A. approach



Collaborate

It all starts with building a space for dialogue, information exchange, and deepening context with partners. We believe that sustainable solutions can only come from collective understanding and knowledge exchange between stakeholders.



Activate

The ideas born from this collaboration are then activated into concrete actions. We mobilize networks and resources to test the ideas that have been agreed upon together.



Innovate

The results of this activation are transformed into practical innovations, including research, technology, data systems, and resource management models relevant to challenges in the field.



Advocate

These tested innovations then become guidelines for policy advocacy. We encourage these innovations to be adopted into broader, more inclusive, and equitable public policies.



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Our Program Focus: Finding Solutions to the Climate Crisis

MADANI integrates four key program pillars designed to address the challenges and impacts of the climate crisis.



Climate and Ecosystems

Aims to strengthen climate ambition and action by ensuring the important role of forests and ecosystems in addressing the climate crisis. This program focuses on strengthening forest and ecosystem policies and governance, as well as ensuring the protection and recognition of the rights of vulnerable groups.

Sustainable Agriculture

Focuses on strengthening governance in plantation sectors, particularly palm oil, rubber, cocoa, and coffee, to improve the welfare of smallholder farmers, market acceptance, and contributions to climate action



Community-Based Energy Transition

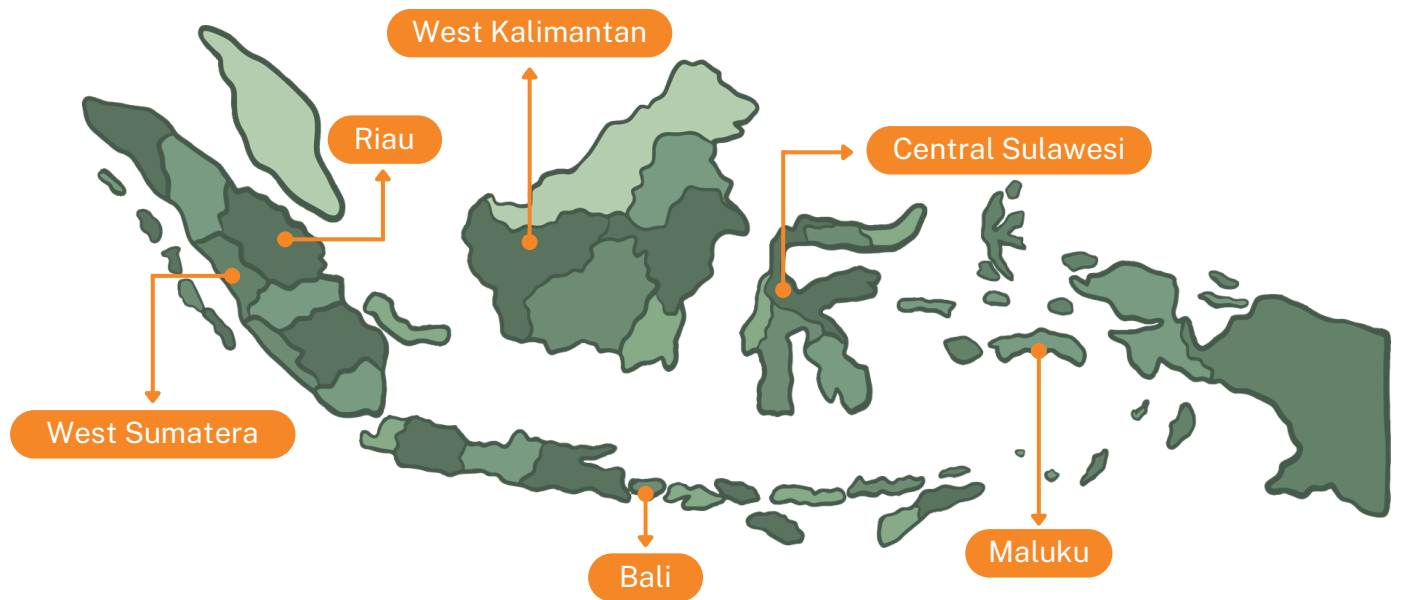
Ensuring that Indonesia's energy transition does not create new social and ecological injustices by protecting remaining natural forests and peatlands, strengthening the role of communities, and correcting the bias of national energy policies that are oriented towards expansion and large-scale projects.

Green Development

Focuses on promoting alignment between national and regional climate policies through sustainable development based on local potential and inclusive community involvement. By strengthening enabling conditions at the regional level, this program builds the capacity of local governments, communities, and vulnerable groups to ensure development is responsive to the impacts of climate change.



Our Work Areas



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Climate and Ecosystem

- 12 Policy input delivered
- 14 Policy dialogue implemented
- 11 Cross-stakeholder collaboration at the national and global levels
- 6 Villages strengthened in ProKlim and Social Forestry initiatives



Guarding the Last Bastion: Overseeing Fair Climate Policy

The year 2025 will be a crucial period in efforts to respond to the increasingly apparent climate crisis and its direct impact on people's lives. In this context, MADANI focuses its work on ensuring that national climate ambitions do not stop at targets and figures, but are rooted in ecosystem protection and the recognition and fulfillment of the rights of vulnerable groups. The approach combines evidence-based policy advocacy with the strengthening of climate action at the grassroots level through inclusive and sustainable initiatives.

Throughout 2025, MADANI collaborated with various civil society organizations to oversee strategic legislative agendas, particularly the Climate Justice Bill, the Indigenous Peoples Bill, and the Revision of the Forestry Bill. This contribution was realized through the drafting of a civil society version of the Academic Draft for the Climate Justice Bill and the Indigenous Peoples Bill, which was used as a reference in policy discourse. This process strengthened the position of the civil society coalition in presenting legal and policy arguments that placed climate justice and the protection of the rights of indigenous peoples and vulnerable groups as key principles.

Policy monitoring did not stop at document preparation. MADANI also developed a position paper on the Climate Justice Bill and engaged in dialogue with the House of Representatives to encourage discussion of the Indigenous Peoples Bill. In addition, MADANI provided input at the Public Hearing Meeting (RDPU) on the Revision of the Forestry Bill, emphasizing the importance of shifting the paradigm from forest control to sustainable and equitable forest management.



At the local level, MADANI seeks to bridge national policies with community-based climate action practices through the Climate Village Program (ProKlim) and Social Forestry. Together with local partners, these efforts contribute to strengthening environmental governance at the village level. In 2025, collaboration with KKI Warsi led to the issuance of the Rangkang Luluh Nagari Regulation in Solok Regency on spatial planning and environmental protection. Meanwhile, together with the Merah Putih Sulawesi Tengah Foundation, MADANI supported the drafting of Village Regulations in Lampo, Lumbudolo, and Powelua (Banawa Tengah Landscape), Donggala Regency, about Environmental Preservation.

In addition, MADANI collaborated with the Kompas Peduli Hutan Foundation (KOMIU) in supporting efforts to protect the remaining natural forests in the Puna Landscape, Poso Regency, by accelerating the issuance of a Village Forest Decree for the 1,200-hectare Sangginora Village. The lessons learned from these processes are an important part of strengthening the role of local communities as key actors in climate action and as a reference for policy development at the regional and national levels.

In parallel, MADANI is involved in overseeing the formulation and implementation of national climate policies, including promoting a more ambitious and equitable Second NDC. Through dialogue with the Ministry of Environment and input to the UNFCCC Secretariat, MADANI promotes the importance of integrating ecosystem protection and climate justice principles into climate change mitigation and adaptation. In the context of Carbon Economics, MADANI provides policy recommendations related to strengthening institutions and legal frameworks so that implementation is transparent, accountable, and fair.

This monitoring also covers aspects of climate finance accountability. MADANI encourages transparency in financial governance to ensure that the operationalization of the 2030 FOLU Net Sink can be accounted for to the public. At the global level, MADANI is involved in advocating for the Tropical Forest Forever Facility (TFFF), including providing input on the development of the TFFF 3.0 concept note, as well as ensuring the readiness of forestry governance and long-term equitable impacts for Indonesia.

Efforts at the national level are strengthened through the consolidation of civil society in global forums. Through JustCOP (Justice Coalition for Our Planet), MADANI contributes to strengthening cross-organizational coalitions to ensure that perspectives on climate justice, ecosystem protection, and the rights of vulnerable groups are present in global discourse and negotiations, including in the COP30 agenda. MADANI also builds collaborations with Indonesian and global CSOs, ensuring that the voices of local communities and perspectives on climate justice, including fair climate financing, are present in global negotiations and discourse.



Sustainable Agriculture

- 3 Simplified sustainability standards conduct self-assessments.
- 87 Indigenous peoples and local communities are involved in the process of collecting data on conservation-based cultural objects.
- 14 Young people increase their capacity in developing local economic strategies based on culture and ecology.
- 7 Sustainable Investment Portfolio Draft for 3 Key Sectors in Kapuas Hulu.



Empowering Tapak: Aligning Economy with Sustainability

MADANI views agriculture not as a threat to forests, but as part of the solution to the climate crisis when small farmers, indigenous peoples, and young people are placed as key actors. The Sustainable Agriculture Program is designed to bridge ecosystem protection with efforts to improve welfare through an approach that integrates data innovation, culture-based empowerment, and preservation of local cultural values.

By 2025, MADANI will continue to develop PADI (Pranala Aksi Data Indonesia) as an open data system to support transparent and accountable sustainable agricultural practices. Through PADI, MADANI simplifies three assessment standards, namely Indonesia Sustainable Palm Oil (ISPO), Roundtable on Sustainable Palm Oil (RSPO), and Accountability Framework Initiatives (AFi), into self-assessment tools (SAT). These tools enable farmers and agricultural businesses to conduct gradual self-assessments of their production practices, while strengthening their bargaining position amid increasing market demands for sustainability. The PADI application is now accessible via Android, iOS, and web platforms.

In Kapuas Hulu, we are promoting a sustainable economic transition through the development of a Sustainable Investment Portfolio (PIL) focused on strategic commodities across three key sectors: food, fisheries, and biopharmaceuticals.



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To date, we have developed a draft of PILs for value-added products, including Sengkubak and Kratom derivatives, Royal Jelly and Propolis, fish meal, and canned fish. This approach integrates sustainability and ESG principles, empowers local actors as decision-makers, and encourages economic diversification that is aligned with local cultural values and ecological integrity. Through this initiative, the document is designed as a practical tool to support business actors, investors, and local governments in identifying and mapping responsible and sustainable investment opportunities that generate economic, social, and environmental benefits.

In Kapuas Hulu, MADANI, together with the Putussibau Art Community, facilitated a space for learning and dialogue among local communities through “Baku Pikir”, a forum for discourse on the advancement of sustainable local culture and economy. “Baku Pikir” Cultural Advancement became a meeting place for 87 members of indigenous peoples and local communities, including the Dayak Iban, Tamambaloh, Taman Kapuas, and Melayu Kapuas Hulu indigenous communities, to document cultural advancement objects related to conservation practices and ecological relations. This process produced initial data and information on local knowledge, conservation challenges, and cultural practices affected by social, economic, and environmental changes. The results are projected as input from the grassroots level to strengthen the Regional Cultural Advancement Principles (PPKD).

The knowledge base built through “Baku Pikir” then became the foundation for the development of “Baku Tukar Ekonomi Kasih Sayang”, a space for knowledge exchange and community-based social entrepreneurship learning. Through this process, 14 young people were encouraged to formulate local economic strategies rooted in cultural values, solidarity, and ecological relations, and to develop ideas into contextual, nature-friendly, and sustainability-oriented social business models. The initial impact of this initiative can be seen in the growth of local agents of change who have started cultural and environmentally-based businesses, as well as the birth of a community-based social business incubator with the Putussibau Art Community as the driver of a sustainable local economic ecosystem.

This culture-based approach was expanded to the public sphere through the digital campaign “8 Women, 8 Hopes,” and the Hulu Indonesia Festival. This initiative plays a role in building public understanding that sustainable agriculture cannot be separated from the recognition of indigenous peoples' rights, social justice, and ecosystem protection.

Overall, the Sustainable Agriculture program demonstrates that when data, culture, and the local economy work in tandem, agricultural practices can align with ecosystem conservation efforts and the economic advancement of indigenous peoples and local communities.



Community-Based Energy Transition

- | | |
|----|---|
| 1 | Sustainable Investment Profile Document for the Community-Based Renewable Energy Sector |
| 20 | Collaboration with strategic alliances involving CSOs, academics, and business actors |
| 1 | Policy input document |
| 1 | Community-based circular bioenergy model |
| 1 | Collaborative studies as references |



Energy Sovereignty: Clean Solutions from and for Communities

The year 2025 will be an important phase for MADANI in strengthening Community-Based Energy Transition as part of promoting fair, sustainable energy sovereignty that favors local communities. Amid the acceleration of the national energy transition agenda, MADANI observes major challenges related to the direction of centralized, large-scale clean energy development with minimal community involvement.

One of the key sectors in the national energy transition is bioenergy, particularly the development of biofuels. MADANI believes that bioenergy policies based on land-based industrial expansion risk causing environmental, governance, and social justice issues. Therefore, the Community-Based Energy Transition approach was developed as an alternative that emphasizes a decentralized, non-expansive bioenergy model managed by local communities.

At the national level, MADANI compiled and submitted policy recommendations entitled Rationalization of Energy Mix and Transformation of Biofuel Governance in Indonesia to the President and relevant ministries. This document provides recommendations on the importance of diversifying non-expansive raw materials and developing community-based bioenergy within the framework of an equitable energy transition to meet national biofuel ambitions. These efforts were complemented by press briefings to broaden public discourse.

At the local economic level, MADANI has successfully developed an integrated community-based circular bioenergy model. Starting from the inventory of local raw materials such as rubber seeds, technical processing into biofuel, to the design of economic and institutional schemes through Village-Owned Enterprises (BUMDES). This model is designed as a blueprint for a decentralized and sustainable energy system that enables communities to manage their energy sources independently while strengthening the local economy.

To support the sustainability of this initiative, MADANI has also produced a community-based sustainable bioenergy investment profile document that maps out financing opportunities and environmentally friendly business schemes. This document serves as a bridge between community initiatives, funding actors, and business players who are committed to a sustainable energy transition. We also brought this investment profile document to various investment forums, such as the APKASI (Association of Indonesian Regency Governments) Autonomy Expo 202,5 together with the Kapuas Hulu Regency Government.

In the realm of knowledge, MADANI, together with IESR, CIFOR, and Koaksi, compiled a comprehensive study on the dynamics of biofuel in Indonesia from upstream to downstream, which was published in book form. This study discusses the journey of biofuel policy, implementation challenges, global lessons, and the direction of biofuel transformation in Indonesia. The results of this study can be an important reference for civil society, academics, and policymakers in understanding the future of biofuel in Indonesia more critically and systemically.

All of these efforts are reinforced through more than 20 collaborations with several strategic alliances involving civil society organizations, academics, and business actors in the issue of energy transition. We have built these collaborations to create an ecosystem of knowledge, advocacy, and innovation that expands community-based energy transition models in public discourse and policy. Through these achievements, 2025 will be an important milestone in the development of community-based energy transition in Indonesia.



Green Development

- 146 Cross-sectoral regional apparatus whose capacity has been enhanced
- 154 Community is involved in advocacy for sustainable development participation
- 5 Policy Input Documents and Knowledge Products
- 10 Policy dialogues and strategic collaboration meetings



Acceleration of Regional Capacity and Sustainable Development Governance

Amidst escalating climate crisis pressures, sustainable development demands a transformation from conventional development models to a paradigm that integrates ecological aspects, social inclusiveness, and economic stability. MADANI sees the need for a foundation for policies that are not only responsive to local challenges but also aligned with global commitments, starting with strengthening the technocratic competencies of the regional bureaucracy.

To support this, MADANI conducted interventions through Masterclasses and Technical Guidance involving Regional Apparatus Organizations (OPD) from 11 districts/cities in Maluku and 75 representatives from OPDs in Central Sulawesi. This effort is part of strengthening technocratic enabling conditions that can be directly applied in the formal planning cycle.

As concrete evidence, the capacity built has been implemented in the Public Consultation on the Preliminary Draft of the Maluku 2025-2029 RPJMD and the preparation of the Maluku 2026 Regional Low Carbon Development Plan (RPRKD). By integrating sustainable commodity strategies into the initial development plan, the region now has a more measurable instrument to align itself with global green development standards. The bureaucracy's readiness to compile data-based strategic documents automatically opens up space for more meaningful community involvement in the monitoring and implementation process.



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In addition to strengthening the technocratic aspects, MADANI encourages more meaningful involvement in the development process. Through the "Development School" initiative, 34 young people in Maluku are involved in the process of learning and mapping views related to climate policy and regional development planning, especially from the perspective of young people and indigenous communities. This initiative aims to strengthen young people's understanding of policy formulation and planning processes, while also gathering their

The visibility of local voices was then expanded to the national level through the presence of indigenous community representatives from Maluku and Central Sulawesi at the Indonesia Climate Justice Summit 2025. In addition, cross-organizational collaboration among civil society organizations involving 73 young people in the 14th National Environment Week helped strengthen advocacy networks and knowledge exchange between regions.

At the cross-sectoral and cross-regional levels, MADANI encourages the strengthening of understanding in landscape management as a prerequisite for economic transformation based on regional potential. The development of the "Kapuas 2060 Scenario" model in West Kalimantan, which covers the districts of Sintang, Sanggau, and Kapuas Hulu, serves as a long-term discussion framework to unite the vision of local governments, business actors, and other stakeholders in maintaining the integrity of the Kapuas River Basin (DAS). This policy dialogue produced an initial roadmap for sustainable investment in leading sectors, such as fisheries, while promoting connectivity with the national policy agenda.

This connection was strengthened through MADANI's participation in a focus group discussion with Bappenas on Climate Resilient Development (PBI) and its involvement in the KLHS Consultation for the 2025-2029 RPJMN. Policy dialogues on Ecology-Based Fiscal Transfer (EFT) also contributed to strengthening the discourse on integrating environmental incentives into regional budget mechanisms. These efforts were complemented by MADANI's contribution to national data in the preparation of the 7th National Report on the Implementation of the Convention on Biological Diversity, which strengthened the knowledge base for the formulation of environmental and biodiversity policies.

Overall, the achievements of the Green Development Program in 2025 demonstrate MADANI's contribution to strengthening regional technocratic capacity, expanding community participation in the development planning process, and providing a space for dialogue and knowledge to support sustainable development policies. These achievements are an important part of promoting planning and governance practices that are more in line with the principles of sustainability and inclusiveness at the regional level.



Strategic Communication Pillar

Amplifying the Narrative to the Public

16.753.404 Social Media Reach

268.209 Digital Engagement

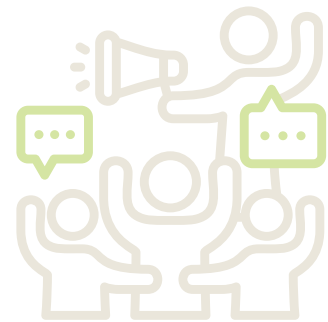
10 Cross-actor collaboration

214 Media coverage

2 Collaborative work of art by musicians from Kapuas Hulu and national musicians

21 Event

10 Coalition



Building a Shared Narrative and Mobilizing Cross-Sector Support

Amidst the increasing complexity of the climate crisis, conflicts over natural resources, and the slowdown of the climate justice agenda at the national and global levels, communication channels have become a strategic space for shaping public opinion, expanding solidarity, and keeping socio-ecological justice issues relevant to continue pushing policy in a better direction. In 2025, when the dynamics of the policy space become increasingly competitive and public attention to climate justice issues is fragmented, the digital and conventional communication spheres play an important role as a bridge between data-driven advocacy work and broader collective awareness and public pressure.

Responding to the increasingly limited policy space and fragmented public attention to climate justice issues, MADANI utilizes digital communication as a strategic instrument to build awareness, expand public support, and strengthen collective policy advocacy. Throughout 2025, MADANI developed a communication strategy in the creative campaign #TropisTipisTipis, which combines educational content, policy advocacy, and stories from the field.



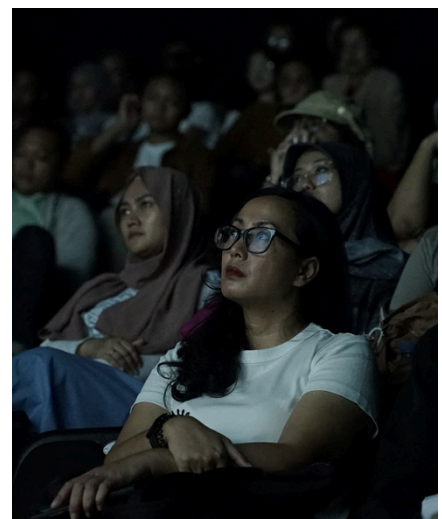
In addition, to highlight the realities of vulnerable groups in urban, suburban, and coastal communities, MADANI produced the documentary film DEMO(k)RAS(i) to increase public understanding of the interrelationships among the climate crisis, environmental justice, and democracy. In 2025, MADANI held a film launch and screening as part of its communication strategy to reach the public and increase engagement on issues of democracy and climate justice.



295

People attended the launch and discussion of the film Demo(k)ras(i)

Consisting of 45 launch participants at Taman Ismail Marzuki (TIM) and 250 screening and discussion participants in Yogyakarta, Semarang, and Bandung, involving students, academics, activists, practitioners, and communities as a new support base to strengthen climate justice advocacy





MADANI also builds public discourse and creative campaigns through music as a form of artistic expression. We collaborated with local musicians King of Borneo and Tuan Tigabelas through the song “Suar” to amplify the urgency of recognizing Indigenous Peoples’ rights and protecting forests. In addition, we are producing musical works in collaboration with the King of Borneo, Storyteller of Talima Dayak Kayaan Mendalam, Kapuas Hulu, and Asteriska to voice and promote climate justice and vulnerable people's rights.

Internationally, MADANI participated in the COP30 UNFCCC agenda in Belem, Brazil, as part of a strategy to connect local issues with national and international policy dynamics. At COP30, MADANI was involved in monitoring key negotiation issues, organizing side events, engaging in dialogue with civil society organizations and stakeholders, and strengthening public communication through digital campaigns. The Merapah Banua VR360 communication innovation was used to bring the issues of Kapuas Hulu and traditional knowledge-based forest protection to the global stage.

Cumulatively, these communication efforts **reached more than 16.7 million accounts with 268,000 digital interactions**, reflecting the widespread exposure of climate justice issues and increased public engagement with the narratives that were constructed.



Not only playing a role in the creative digital sphere and events, but MADANI also plays an active role in coalition-based communication work. Through the Indigenous Peoples Bill Monitoring Coalition, MADANI and its member organizations coordinate public communication strategies, policy advocacy, and national consolidation. One important achievement is the joint drafting of a policy brief agreed upon by 47 organizations, as well as the strengthening of political lobbying strategies and stakeholder mapping. This collective work contributed to more than 200 media reports, strengthened cross-party support in parliament, and increased public support through digital channels.

In addition, through collaboration with JustCOP (Justice Coalition for Our Planet), MADANI was involved in energizing collective communication on climate justice during the momentum of the COP 30 meeting in Belem, Brazil. This coalition involves more than 50 civil society organizations, academics, journalists, youth groups, disability groups, and representatives of Indigenous Peoples. Within this framework, MADANI contributes to the management of a collaborative newsroom, the production of press releases, public discussions, and the amplification of a shared narrative that places climate justice and the perspectives of vulnerable groups at the center of the discourse.

Overall, Communication efforts in 2025 will contribute to expanding the scope of issues, building a consistent public narrative, strengthening coalition work, and supporting MADANI's advocacy strategy through integrated, collaborative communication rooted in field experience.



Strengthening Evidence and Advocacy



Knowledge Management as a Compass in Advocacy and Campaign Work

Knowledge management serves as a guide in advocacy and campaign work. MADANI's Knowledge Management function works to ensure that every strategy and direction of activity is based on facts, evidence, and the latest data. Knowledge management focuses on strengthening the substance of spatial and legal aspects. Legal analysis is essential for advocacy and public campaign materials. This analysis focuses on the latest regulations related to forests, climate, and other regulations related to forest and land use. Meanwhile, spatial analysis focuses on developing the latest forest and land cover analysis based on scientific sources and methodologies. The balance between these two aspects will enhance MADANI's advocacy and campaign processes.

Throughout 2025, we will routinely and periodically produce spatial data such as the latest forest and land cover conditions in Indonesia, including credible data on natural forest loss (deforestation). In order to monitor forest fires (karhutla), we have developed an Indicative Burned Area (AIT) model that provides rapid information on forest fires in Indonesia. This model utilizes hotspot patterns with specific characteristics to identify areas suspected of being burned. The advantage of AIT is its ability to distinguish between hotspots that are forest fires and those that are not, resulting in more accurate information. In the refinement process, AIT still requires field validation to obtain a complete picture of forest fires.



Meanwhile, to support advocacy for forest protection from land extractive industry expansion, we specifically produce palm oil calculations based on environmental carrying capacity and capacity, in collaboration with several other institutions. We believe that this research is the first step in building a scientific discourse on protecting remaining natural forests and the environment.

In the context of supporting network advocacy, we are also actively supporting the substance in the preparation and formulation of Academic Papers and civil society draft proposals on the Climate Justice Bill, the Indigenous Peoples Bill, and the substance of the revision of the Forestry Law. In addition, we also support advocacy for strategic cases, namely the Food Estate in Merauke and injustices in the implementation of the National Strategic Project, through direct involvement in Solidaritas Merauke. In the judicial process, we also submitted a legal analysis through an amicus curiae brief for the Job Creation Law lawsuit.

At the global level, Knowledge Management also plays a role as a center for documentation and rapid response to the dynamics of global climate agreements and negotiations. One example is advocacy through a letter to the European Union regarding support for the implementation of the EUDR to save the remaining natural forests. MADANI ensures that Indonesian civil society continues to have a strategic and relevant position in the global climate discourse. Armed with the data we produce, we are confident that we can contribute to international dialogues. This managed knowledge is not only an internal asset, but also a reference for journalists, academics, and other strategic partners in overseeing forest and forestry governance in Indonesia.



3	Publication
6	Comprehensive Spatial Analyst
10	Regulation and Policy Analyst
1	Forest Fire Detection Model



Impact Analysis and Lessons Learned

The year 2025 provided many lessons on how national policies move quickly, while the reality at the grassroots level requires time, process, and consistency. Between the two, MADANI needs to continue to adjust its strategies so that its advocacy work remains relevant and impactful.



Rapid Legislative Dynamics

Rapid changes in draft regulations (such as the Revision of the Forestry Bill, the Indigenous Peoples Bill, and the Climate Justice Bill) require the team to work extra fast in preparing academic papers that remain data-driven and evidence-based.

We realize that advocacy work can no longer be done in isolation. It is imperative to solidify the dynamism of civil society so that policy responses are not fragmented. The momentum of COP30 provided an initial space to build this strategic alliance, which later developed into JustCOP. This alliance not only serves to oversee global momentum, such as the UNFCCC COP, but also provides a space for rapid consolidation among CSOs to unite the positions and common goals of civil society in responding to climate policy at the national level.



Capacity Gap in Regional Planning

In our assistance in Maluku and Kapuas Hulu, we found that understanding of "Green Development" is often still considered an administrative burden, rather than an adaptive economic opportunity amid the climate crisis. This situation required us to rethink and refine our formal technical guidance (Bimtek) approach into a more practical Masterclass, demonstrating how regional development planning can be aligned with ecological protection and economic improvement efforts. In addition, this approach also makes it possible to cover various other key issues in the context of green development, such as gender and development inclusiveness.



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Policy Uncertainty and the Global Context

The year 2025 also underscored how climate advocacy cannot be separated from broader political and economic uncertainty at both national and global levels. Shifts in policy direction, geopolitical tensions, economic volatility, and changing development priorities continue to shape the consistency of commitments to climate and environmental agendas. In this context, policy spaces have become increasingly dynamic and, at times, unpredictable—requiring advocacy strategies that are adaptive, collaborative, and firmly grounded in evidence.

These conditions reinforce the importance of strengthening work at the grassroots level and consolidating civil society alliances. When national policy directions can shift rapidly, the continuity of climate justice efforts depends heavily on the strength of local communities, regional governments, and organized civil society networks. MADANI's experiences in Kapuas Hulu, Maluku, and other regions demonstrate that investing in local capacity and civil society collaboration is not only programmatic but also essential for sustaining long-term climate justice efforts.

This reflection informs MADANI's direction moving forward: strengthening knowledge systems, deepening alliances, and ensuring that advocacy remains rooted in community realities while responsive to evolving global dynamics.



From the journey in 2025, MADANI has drawn five (5) key lessons:

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1

Technology Must Go Hand in Hand with Dialogue

The development of the PADI Application made us realize that no matter how sophisticated a digital tool is, it will not be effective without in-depth dialogue with farmers. Technological innovations will only be adopted if the community feels that they own and understand the benefits for the sustainability of their businesses.

2

Energy Transition is Not Just about Replacing Fuel

Through the Rubber Seed Biodiesel initiative, we learned that a just energy transition is not only about replacing fossil fuels but also about sovereignty. Utilizing local potential (rubber seeds) has proven to increase community resilience more than bringing in expensive and difficult-to-maintain outside technology.

3

Synchronization Between Fieldwork and Regional Policies is Key to Long-term Impact

Advocacy success at the field level will be temporary if it is not "locked in" in government planning documents and policies at the local level. Therefore, linking community initiatives and work to the RPJMD (Regional Medium-Term Development Plan) and Village/Nagari Regulations is a strategic step to ensure that programs continue to run under regional and local commitments and policies.

4

Empowering Local Communities is the Foundation of Sustainable Advocacy

Strengthening community capacity in ProKlim and Social Forestry not only encourages climate action at the local level but also ensures that climate issues remain "alive" in village and nagari decision-making spaces. Confident and organized communities can become actors of advocacy, not just beneficiaries of programs.

5

A Resilient Civil Society is Essential for Sustaining Climate Action

In a context of policy uncertainty and shifting global priorities, strengthening alliances among civil society organizations, local governments, and communities is critical to maintaining consistent climate advocacy. Experiences leading up to COP30 highlight the importance of maintaining collaborative spaces where shared positions can be built and collective responses can be mobilized quickly.

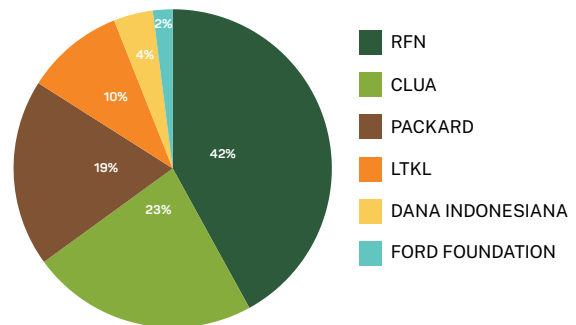
Financial Report

Managing Trust for Sustainable Impact

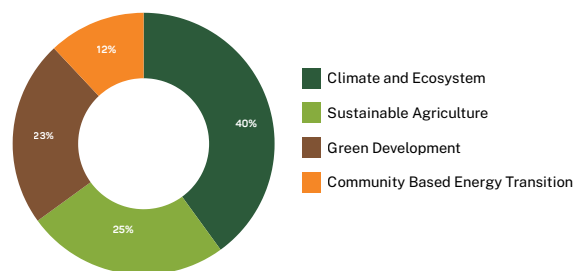
Transparency and accountability are the foundations of MADANI's work to continue to grow and collaborate. We realize that every support we receive, whether from development partners, funding agencies, or individuals, is a mandate that must be managed with the highest standards of integrity.

For us, financial reports are not just numbers, but a reflection of the organization's strategic choices. We are committed to ensuring that most of the resources we manage are allocated directly to support policy-level initiatives and empowerment at the grassroots level. At the same time, operational efficiency is maintained so that organizational management remains proportional and does not reduce the momentum of the program.

Total Funding Sources: IDR 9,907,150,976

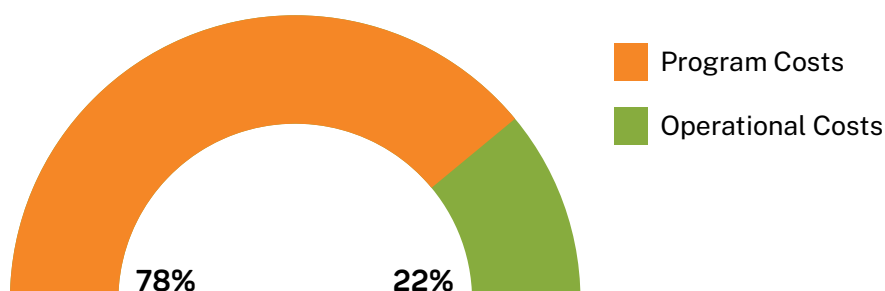


FUNDING ALLOCATION FOR PROGRAMS



The following is a summary of MADANI's financial performance for the 2025 fiscal year. This report is part of our commitment to remain transparent to the public and ensure that the organization's growth goes hand in hand with accountability to all parties.

PERCENTAGE OF PROGRAM COSTS COMPARED TO OPERATIONAL COSTS



Closing

Embracing a Decade: Commitment to Broader Impact

The year 2026 marks exactly ten years of MADANI Berkelanjutan's journey amid the dynamics of Indonesian civil society. It has been a decade full of learning, collaboration, and dedication to preserving the archipelago's ecosystem.

We recognize that the challenges of the climate crisis ahead are growing. Therefore, as we enter our second decade, MADANI is ready for the next phase. For us, this is not merely about expanding the scale of the organization, but about how we can deliver a deeper, sharper, and more systemic impact. We are committed to transforming the entire experience of these ten years into a stronger driving force for equitable climate policy.

In the process of maturing as an organization, professionalism and integrity remain our main guiding principles. We believe that the trust placed in us by donors, partners, and the community can only be maintained through transparent and accountable governance. This maturation means that we are becoming more selective, more effective in managing resources, and more consistent in producing evidence-based work.

As we move to enter MADANI's second decade, we recognize that future challenges will not only stem from the scale of the climate crisis itself, but also from growing uncertainty in policy direction and the global economy. Strengthening collaboration among civil society, local governments, and grassroots communities will therefore remain central to our work in the years ahead.

MADANI will continue to be an enabler of inclusive dialogue. We want to be a bridge that connects various interests for one big goal, namely, realizing climate justice. However, dialogue without action is empty. Through innovations such as the PADI Application, community bioenergy development, and national policy advocacy, we prove that big ideas can be realized in concrete actions at the grassroots level.



Let's Collaborate for the Next Decade

We invite you to be part of MADANI's strengthening phase. Your support will help us deepen the impact of our work, strengthen advocacy, continue to innovate, and ensure that green development is implemented in a tangible and accountable manner.

Contact Us for Collaboration

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