

JALIN's 2025-2029 STRATEGIC PLAN

A Journey Towards Health And Well-being Of Indonesians



Introduction

Founded in May 2021, at the height of the global COVID-19 pandemic, JALIN FOUNDATION emerges as a national non-governmental organization (NGO) specializing in Social and Behavior Change (SBC). This expertise is exceptionally pertinent, as evident in JALIN's engagement and SBC interventions' significant contributions to the pandemic response.

JALIN's journey has been one of remarkable resilience and growth. Despite shifts in leadership and conclusion of several programs, JALIN continues to make progress and has emerged stronger, solidifying its reputation as a highly capable SBC NGO. JALIN is now recognized by a broad spectrum of stakeholders, including Development Partners/ Donor agencies, international organizations, philanthropists, various Ministries and Institutions, and companies with Corporate Social Responsibility (CSR) funds.

While JALIN's core expertise remains in SBC, its thematic reach has significantly broadened. Initially focused on family planning, JALIN now applies its unique capabilities to a much wider array of critical health areas. These include communicable diseases, non-communicable diseases, nutrition, disaster management, and the interconnected fields of animal and environmental health. This expansion reflects JALIN's strategic growth and adaptability in addressing wide-ranging public health challenges.

With a team of talented, highly capable, and exceptionally passionate individuals, JALIN is committed to making a profound difference in Indonesia. The organization has successfully evolved into an independent and innovative national NGO, distinguished by its agility in navigating rapid changes. This adaptability has enabled JALIN to not only meet existing community needs but also to proactively engage and serve in diverse new focus areas, showcasing a forward-thinking approach and unwavering dedication to the well-being of the Indonesian people.

JALIN's strategic growth, driven by a powerful blend of national and international networking, groundbreaking programs, and data-driven planning, has been remarkable. The organization's dedication to accountable and targeted implementation, alongside its adeptness at reaching niche markets and specific audiences, has propelled it into a new era of recognition.

Building on the successes and lessons from its 2021-2024 strategic plan, JALIN is now developing its 2025-2029 Strategic Plan. This vital document will serve as a comprehensive roadmap, enabling JALIN to navigate and thrive amidst increasingly rapid global and national challenges and changes. More than just a guide, this strategy will significantly enhance JALIN's organizational agility, equipping it with the necessary flexibility to refine its approach and activities, ensuring a sustained impact.

Vision and Mission

JALIN views SBC as a versatile and holistic approach that goes beyond individual actions. SBC emphasizes that effective change is not just about influencing a single person. Instead, it critically considers the social and structural factors that shape behavior, from how people interact to the powerful influence of collective norms. SBC's flexibility allows it to be applied to a wide range of issues, including health, environmental sustainability, and social justice. This makes it an approach that can effectively reach diverse audiences, such as individuals, entire communities, and even societies. A core component of the SBC approach is its reliance on research and data. By understanding the root causes of specific behaviors, we can design targeted interventions that create supportive environments for long-term, sustainable change.

This understanding reflects our view that while communication is a key pillar of SBC, it is most effective when part of a broader, integrated approach. Communication plays an important role in delivering accurate and relevant information, helping individuals make informed decisions within their social and cultural context. However, lasting behavior change also requires supportive systems, community engagement, enabling environments, and consistent reinforcement through multiple channels. As technology and social dynamics evolve, communication must be paired with other strategies to ensure SBC efforts are impactful and sustainable.

JALIN's vision is to improve the Health and Well-being of Indonesians through social and behavior change.

This vision is pursued through JALIN's mission, which includes:

- Utilizing social and behavior change strategies to enhance the quality of life of the Indonesian people.
- Empowering all levels of society for quality-of-life improvement.
- Applying best practices to disseminate information, ensuring individuals are informed and motivated to make wise choices for themselves, their families, communities, and society.



Guiding Principles: JALIN's Core Values

In fulfilling its mission, JALIN is fundamentally guided by its core values. These are not merely abstract principles; they are the bedrock upon which every aspect of JALIN's mission is built, ensuring that every effort to improve the quality of life of Indonesians is executed with integrity, purpose, and adherence to our foundational beliefs. Our values shape our approach, influence our decisions, and define our identity as an organization.

Jalin's Value

- **Inclusiveness**

JALIN Foundation is committed to fostering an open and welcoming atmosphere. We actively invite and encourage participation from all individuals, irrespective of their background, characteristics, gender, special needs, or any other distinguishing factor. Our aim is to ensure everyone feels valued and can contribute.

- **Passion**

Internally, JALIN's team is characterized by their enthusiasm and deep dedication to their work and tasks. Externally, JALIN Foundation is driven to solve complex problems and build innovative solutions, even when faced with challenging situations or demanding hours. This passion fuels our drive to consistently exceed program targets and deliver exceptional results.

- **Commitment**

JALIN Foundation takes strong responsibility for its actions, demonstrating active engagement and unwavering accountability for all tasks and, ultimately, for the success of its programs. We are dedicated to seeing our initiatives through to impactful completion.

- **Ethical Conduct**

JALIN Foundation maintains a strict zero-tolerance policy for physical and psychological violence, or any practices that contravene prevailing ethical norms and societal standards. We uphold the highest standards of integrity in all our operations.

- **Transparency**

In all its operations, JALIN Foundation fosters trust and accountability both internally and with external stakeholders. Internally, we maintain an open management system that actively promotes clear communication and accessibility, empowering all staffs and internal networks to contribute effectively and collaboratively. Externally, JALIN Foundation is committed to making information concerning its activities, progress, and financial stewardship accessible. This practice is in rigorous adherence to the Foundation's established statutes and all relevant legal provisions, ensuring responsible and ethical disclosure to build and sustain public confidence.

Situation Analysis

Social and Behavior Change is a widely-adopted approach in Indonesia, and most NGOs incorporate it into their programs. However, the landscape for SBC expertise is becoming increasingly competitive. Aside from the growing number of SBC non-governmental organizations, the private sector is now also actively claiming capacity and expertise in designing and implementing SBC initiatives. This leads to numerous actors vying for involvement in behavior change-based projects.

This competitive environment is further complicated by significant variations in the interpretation and understanding of the SBC approach among stakeholders. Such diversity often stems from differing scientific backgrounds, a limited number of experts with specialized knowledge and skills in SBC, and the absence of a widely accepted conceptual framework. Consequently, a major hurdle exists in ensuring consistent and aligned design and implementation of evidence-based and sustainable behavior change strategies.

The COVID-19 pandemic profoundly reshaped the world, ushering in restrictions on movement and physical gatherings. These changes dramatically altered how people interact socially and access information, directly influencing daily behaviors. Simultaneously, accelerated advancements in online communication technology and Artificial Intelligence (AI) has resulted in increased reliance on digital tools across

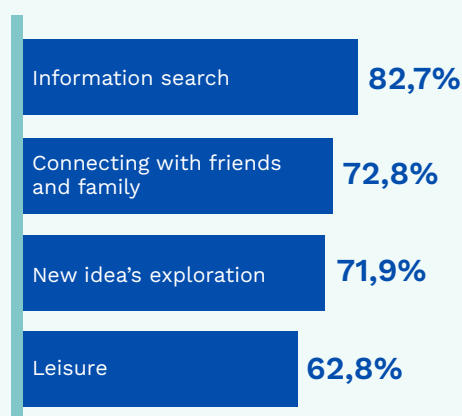
nearly every facet of human life. Activities that once demanded in-person presence—from communication and work to sales and social connections—can now be seamlessly conducted online, powered by an array of technological conveniences.

Indonesia's digital landscape is rapidly expanding. Internet access has reached the majority of the population, cutting across different social groups. At the same time, social media has become an inseparable part of daily life, shaping how people connect, communicate, and consume information.

212M Internet Users (74,6%)

146M Social Media Users (50,2%)

Indonesians primarily use the internet for key activities that include:



This growing reliance on social media for information and social connection indicates a shift in public trust from direct social environment to digital sources. This trend is further complicated by the rise of AI.

The social influence of community leaders is now being complemented by the vast knowledge accessible through AI, leading to a new dynamic where individuals cross-reference information from trusted peers or experts with easily obtainable AI-generated content.

The current trajectory, likely remain so for the next decade, strongly indicates that digital platforms will continue to be an exceptionally effective medium for SBC initiatives. However, to truly harness this potential, investment in robust research is crucial to accurately measure the nuanced social and behavioral shifts occurring within the online realm. By gaining a deeper, data-driven understanding of these dynamics, SBC planning will not only be more impactful, but can also be precisely tailored to the digital ecosystem, resulting in more effective interventions.

Equally important, community initiatives should be recognized as an integral part of a broader ecosystem of social and behavior change. Digital platforms provide accessible spaces for dialogue, information sharing, knowledge exchange, and collaborative problem-solving—fostering a sense of ownership and shared responsibility.

However, despite the growing use of digital platforms, many communities still face limited access to technology and connectivity, creating gaps in participation and engagement across different population groups.

One significant challenge to current program financing is the dissolution of USAID, previously a key donor partner. Furthermore, geopolitical dynamics have caused some political donors to withhold or slow down aid disbursements, directly impacting the sustainability of several initiatives.

Conversely, there are growing opportunities to forge partnerships with the philanthropic and private sectors. An increasing number of actors from these sectors are demonstrating interest in supporting social and development programs, particularly when presented with a strategic approach and evidence of real impact.



Goal and Positioning

JALIN’s overarching goal is to ensure equal access to critical information for all, empowering individuals to make informed choices for a healthier and more sustainable life.

To achieve this ambitious goal, JALIN Foundation will strategically position itself as a leading non-profit organization, specializing in Social and Behavior Change (SBC) and Knowledge Management (KM).

Our unique strength stems from our evidence-based and human-centered approach, which allows us to effectively address a wide range of pressing issues. These include complex social, health, and environmental challenges, as well as cultural nuances and disaster preparedness. All are aimed at significantly improving the quality of life of people across Indonesia.

Strategy

JALIN will implement several comprehensive strategies that encompass activities, funding, and management support. These strategies are carefully structured to navigate the competitive environment, leverage the evolving digital ecosystem, and address both funding challenges and opportunities. At the same time, JALIN will continue to prioritize real-world human connections—through community engagement, collaboration, and trust-building—which remain essential to achieving lasting social and behavior change:

Ensuring Access to Critical Information

- External Focus: JALIN will build a distinctive brand in Social and Behavior Change (SBC) by consistently delivering critical key messages for the well-being of Indonesians. This includes active promotion of the organization’s programmatic impacts and achievements to a wider audience.
- Internal Focus: JALIN will strengthen its organizational visibility and internal cohesion. This includes creating a new compelling profile of JALIN for marketing purposes, and building a stronger brand presence through active engagement on various social media, digital tools, and other relevant platforms.

Expanding Network and Partnerships

JALIN will actively widen its network and approach new potential partners and donors, including philanthropic organizations, the private sector, media, and relevant Government Ministries/Agencies. This expansion will utilize a “total football” approach, ensuring a unified and pervasive effort:



- **Empowered Representatives:** JALIN staffs and personnel will be fully prepared to represent the organization as its public face and marketing ambassadors.
- **Leveraging Connections:** Board members will significantly increase their efforts to introduce JALIN within their respective professional networks.
- **Active Engagement:** All staffs and personnel will be encouraged to actively participate in relevant external organizations and ministries.

Strengthening and Expanding Thematic Expertise

JALIN will both strengthen its existing thematic areas and strategically expand into new, critical fields. This involves deepening our expertise in established areas like family planning and other areas of public health, including communicable diseases, nutrition, non-communicable diseases, and tobacco control. Simultaneously, we will broaden our scope to address pressing issues across various sectors, such as environmental health, agriculture (including animal health and food security), and disaster management.

Engaging Communities

JALIN's strategy for building and strengthening its reach within target communities is multifaceted, focusing on three primary approaches:

- **Format Channels:** We will strengthen collaboration with government agencies at both national and local levels. For example, by partnering with the Ministry of Health and local Health Offices, we can gain direct access to communities through established networks like Community Health Centers (Puskesmas) and health cadres.
- **Collaboration with National and Local NGOs:** We forge strategic partnerships with non-governmental organizations that align with our vision and mission, both nationally and locally.
- **Organic Channels:** We engage directly with our target audiences to co-create and develop programs that are tailored to their specific needs, ensuring relevance and community ownership.

Strengthening Trust and Collaboration with the Community We Serve

JALIN will deepen its relationships with communities to foster stronger trust and collaboration. This strategy aims to:

- **Amplify Collective Impact:** Co-create and co-design programs with communities to boost the impact of our programs among the communities we serve.
- **Cultivate Community Voice:** Support communities to taking an active role in shaping initiatives and amplifying their own priorities through shared platforms and local advocacy.
- **Enhance Local Capacity:** Build on existing community strengths and knowledge, while simultaneously offer technical support that enables sustainable, community-led growth.

Strategic Program Development and Partnership Engagement

To expand its impact, JALIN will develop innovative and context-responsive programs in collaboration with communities, local leaders, governments, and other key stakeholders. These efforts are designed to strengthen local ownership, improve service delivery, and build meaningful partnerships across sectors.

Our approach includes:

- **Equitable Use of Technology in Community Engagement:** Integrate appropriate technology and digital tools in ways that expand community reach and participation, while at the same time ensure that communities with limited or no access are meaningfully included through offline approaches.
- **Co-Designing Programs with Key Stakeholders:** Engage government, donors, partners, local leaders, and communities at all levels in the planning and design phase to ensure relevance, buy-in, and shared accountability.
- **Proactive Opportunity Sourcing:** Explore ways to strengthen business development functions to identify and cultivate new program opportunities beyond JALIN's established areas of work.

All these strategies will be internally supported by the organization, underpinned by a commitment to:

Good Governance

JALIN is committed to good governance, and operates as a transparent, accountable, effective, and efficient organization. This commitment is supported by:

- Standard Operating Procedures (SOPs) that include a delegation of authority system designed to scale in line with the organization's growth.

- Progressive welfare policies that align with the organization's development.
- Established safety and security protocols.

Staff Empowerment and Capacity Building

JALIN is committed to continuous improvement of its staffs, ensuring they are well-equipped and empowered. This commitment involves:

- External Representation: Enabling staff to confidently and effectively represent JALIN to external parties.
- Holistic Well-being: Encouraging staff to lead a healthy and active lifestyle, maintaining a crucial mental and physical work-life balance.
- Knowledge Transfer: Implementing a robust knowledge transfer process among staffs to foster mutual learning and expertise sharing.

- Ongoing Development: Providing continuous capacity building opportunities to enhance skills and facilitate professional growth.
- Succession Planning: Maintaining a Standard Operating Procedure (SOP) for leadership change planning to ensure smooth transitions and sustained organizational strength.



Monitoring, Evaluation and Learning (MEL)

Administrative Digitalization

JALIN is committed to administrative digitalization, leveraging technology to enhance the organization's efficiency and effectiveness. This commitment is evident through:

- **Established Digital System:** We maintain a robust and established digital system for all administrative processes.
- **Tech-Savvy Staff:** JALIN staffs are consistently knowledgeable about technology development, enabling us to adapt to new advancements.
- **Standardized Digital Filing:** Our administrative team maintains a consistent and standardized digital filing system, allowing easy access and organization.

Facility and Equipment Enhance

JALIN ensures its team is well-supported by continuously updating its facilities and equipment. This ongoing investment aligns with technology advancements and directly addresses the evolving needs of our staffs, enabling them to effectively carry out their work. **Legal Aspect and Compliance:** JALIN maintains its status as an adaptive organization by ensuring consistent and complete compliance with all applicable regulations.

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JALIN's 2025-2029 Strategic Plan is a living and dynamic document. As such, MEL is a crucial component of our results-based management. It ensures that JALIN not only sets clear strategic objectives but also rigorously tracks progress, assesses performance, and makes necessary adjustments throughout the implementation phase.

To maintain this adaptability, JALIN will conduct regular (yearly or ad-hoc) MEL cycles to revisit its strategic plan. This ongoing review process will allow us to assess evolving challenges, identify emerging opportunities, and revise our strategy as necessary, ensuring we arrive at timely and effective solutions in an ever-changing situation.



Jalin Foundation

The CEO Building 5th Floor
Jl. TB Simatupang 18 C, Cilandak Barat
Jakarta 12430 - Indonesia
Email: info@jalinfoundation.or.id
Website: jalinfoundation.or.id

Social Media

-  [@jalinfoundation](https://www.instagram.com/jalinfoundation)
-  [linkedin.com/in/jalin-foundation/](https://www.linkedin.com/in/jalin-foundation/)
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