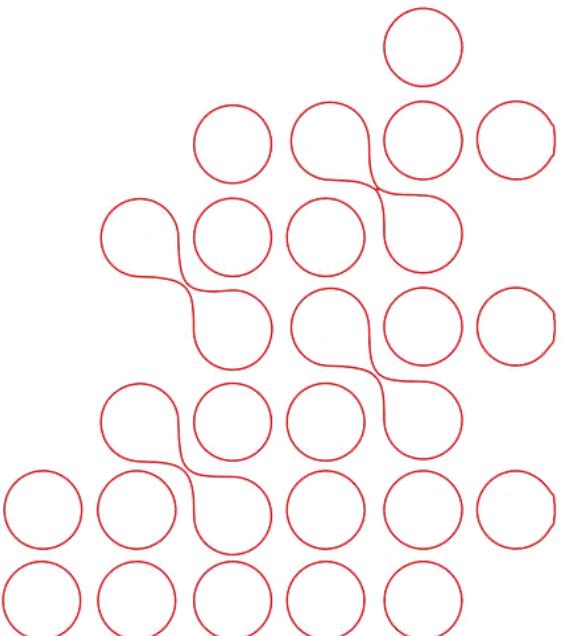




# 1Decade of CISDI

## Building a Healthy and Equitable Indonesia

ANNUAL REPORT 2024





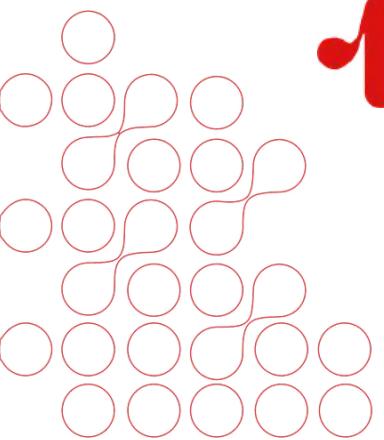
## **CISDI Annual Report 2024**

1Decade of CISDI: Building a Healthy and Equitable Indonesia

This publication was first released in July 2025 and updated in December 2025  
by the Center for Indonesia's Strategic Development Initiatives

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## Opening Remarks

# Committed to Strengthening the Health System, Persistent in Fostering Collaboration

Dear Colleagues and Partners,

The year 2024 marks a significant milestone in CISDI's decade-long journey to advance equitable, inclusive, and people-centered health development. From the beginning, we have believed that true systemic change in health can only be achieved through meaningful community involvement—a belief that continues to guide every step we take.

From an organizational management standpoint, we recognize that CISDI's growth, along with the evolving challenges in health development, demand a more capable, agile, and strategic team. In the second half of 2024, we embarked on a comprehensive organizational transformation. Through team capacity building and institutional strengthening, CISDI aspires to become a civil society organization in the health sector with delivery capacity not only grounded in strong expertises, but also surpassing that of similar organizations in Indonesia and abroad.

In strengthening primary health care, we continued innovations in the Pencerah Nusantara—Puskesmas Responsif Inklusif Masyarakat Aktif Bermakna (PN-PRIMA) program, refining its design to stay relevant to current challenges. This includes expanding the role of community health workers to enhance maternal and child health services, improve nutrition, address non-communicable diseases, and boost immunization coverage in Depok City and Bekasi District, West Java.

These efforts are supported by digital technology, including applications and dashboards, to improve service efficiency and monitor maternal and child health indicators. This year, PN PRIMA also serves as a pilot project for the *Gender Equality, Disability, and Social Inclusion* (GEDSI) approach, aimed at attracting people to community health posts (posyandu). It also introduces performance-based remuneration to ensure equitable and sustainable management of community health workers.

Alongside PN PRIMA's initiatives, we launched a digital campaign called Keluarga Berimun to raise public awareness and educate communities on the importance of immunization. The campaign actively involves health workers, community health workers, experts, and the public through digital media, supporting the Ministry of Health's target for complete basic immunization coverage.

We continue to prioritize strengthening human resources in health through supportive training and supervision for community health workers at posyandu. The training covers 25 competencies—particularly in non-communicable diseases (NCDs), maternal and child health (MCH), nutrition for children under five, and immunization—ensuring they are better equipped to improve service quality. These efforts are implemented using a systemic approach to strengthen primary health care services.



**Diah Satyani Saminarsih**  
Founder dan CEO CISDI



This year, CISDI has an opportunity to start a joint initiative with Co-Impact to design health system improvements by positioning communities as the main agent of change. We had the opportunity to highlight the village-level primary health care service unit as the closest service model to the community.

Beyond primary health care, CISDI continues to focus on tobacco control, healthy food policy, and strategic health planning. We place research at the core of our policy advocacy and public campaigns, ensuring that our initiatives are evidence-based and impactful. Collaboration with other civil society organizations also become a key to improve the effectiveness of campaigns and advocacy. These collaborations aim to strengthen the voice of civil society, increase the impact of advocacy, and broaden the reach of our campaigns.

The year 2024 also marked a significant political moment for Indonesia. The general election and government transition has become our focus, as we continue to monitor the health-related discourse at the national and regional levels. We launched the second version of *"White Paper: Indonesia's Health Sector Development (2024-2034)"* targeting policymakers, development actors, and the new government administration. This paper focuses on strengthening the post-pandemic national health system and primary health care services. Earlier in the presidential campaign period, we also published a study analyzing the health policy commitments made by the three presidential and vice-presidential candidate pairs.

Following the official declaration of Prabowo Subianto and Gibran Rakabuming Raka as president and vice president-elect, we continued our efforts by reviewing the Free Nutritious Meals (*Makan Bergizi Gratis*, MBG) program. In the first serial review of the study, published on August 14, 2024,

when the MBG was still in its pilot phase in several regions, we discussed the objectives, budget, and governance of Prabowo-Gibran's flagship program. We continued to highlight MBG by publishing the second serial review of the study on February 6, 2025, one month after the program was officially launched.

Our commitment to expanding collaboration also reflects throughout 2024. At the national level, we strengthen community participation and support the role of local actors in sustainable health development, one of which is through the TRACK Health program in Garut District, West Java, and West Sumbawa District, West Nusa Tenggara. At the global level, we bring Indonesia's voice and best practices from the field to various international policy forums, believing that local experiences have the power to influence global policies – including the 77th World Health Assembly (WHA), the 79th United Nations General Assembly (UNGA), and organizing a collective civil society stance for the Pandemic Agreement.

We document all of our journeys and milestones in this annual report as part of our commitment to transparency, accountability, and continuous learning. This report serves as a reminder that the work of improving health systems is never finished—but every step rooted in communities holds meaning and brings us closer to our goals.

We would like to thank our partners, networks, collaborators, and all parties who have supported and colored every step of CISDI. A decade has passed, yet the journey toward a healthier, more just, and more equitable Indonesia is far from over.

For health, justice, and equity.

**Diah Satyani Saminarsih**

Founder dan CEO CISDI



## Advisory Board and Board of Directors

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## About Us

CISDI is a nonprofit organization committed to advancing the health sector development and strengthening the health system through **research, advocacy, and participatory programs**.

### Vision:

***Helping to build a healthy, just, and equal Indonesia.***

### What makes CISDI different?

CISDI focuses on public health development issues through a cycle of research, programs, and evidence-based advocacy. Our team comes from various disciplines, so the solutions that we design are comprehensive. CISDI also opens up collaboration for the public and stakeholders who want to create fair and equal access to health care services and systems.

### Mission:

1

Building strategic partnership and forging collaborations with diverse stakeholders to reach development goals.

2

Strengthening public health policy implementation.

3

Encouraging active youth and communities participation on the development issue.

4

Advocating equal access to health care.

5

Building awareness on public health issues.

# A Decade of CISDI: Our Journey at a Glance

**2012** Pencerah Nusantara was initiated to strengthen primary health care services in seven districts/cities in Indonesia.



**2014** CISDI was established in 2014 to continue and expand the journey of Pencerah Nusantara.



**2016** CISDI started to broaden the focus on young people's involvement in sustainable development and social determinants of health issues, including healthy diet and tobacco control.



**2015** Pencerah Nusantara's approaches were adopted by the Ministry of Health in Nusantara Sehat program, and received Global Silver Award at the Global Open Government Award in Mexico.

**2017** CISDI co-hosted the Asia Pacific Food Forum in Jakarta to design an action plan to address food system challenges in regional context.



**2018** CISDI developed advocacy, research, and campaigns to prevent smoking behavior among adolescents.



**2021** Replication of the primary health care strengthening model in 100 community health centers across 12 districts in West Java under the PUSPA Program.



**2020** PN COVID-19 and emergency response actions were established as a response to the emergency of COVID-19 pandemic.

**2019** TRACK SDGs was launched as a collaboration platform between Indonesian development actors in various sectors.

In the same year, CISDI in collaboration with the Ministry of Health hosted The South-East Asia Regional Youth Town Hall.



**2022** The PN PRIMA model was further developed using inclusive and participative approaches to strengthen primary health care



CISDI's new visual identity was introduced to the public to intensify its commitment in advancing health development.



**2023** CISDI hosted PHC Forum as a global forum for primary health care practitioners to share best practices and intensify the commitment to strengthen primary health care services.



**2024** CISDI launched a strategic review entitled "White Paper: Indonesia's Health Sector Development (2024-2034)", reinforcing our commitment through program development, research, and advocacy at national and global levels.

## Impact



**Over 13 million people** gained access to better health services.



**More than 1,000 health facilities workers** received capacity-strengthening.



**Over 80 studies and research** on health services, systems, and development conducted.



**More than 1,000 young health professionals** trained to respond to public health issues.



**Over 10,000 community health workers** engaged in strengthening primary health care services.



# CISDI's 1-Decade Impact Map

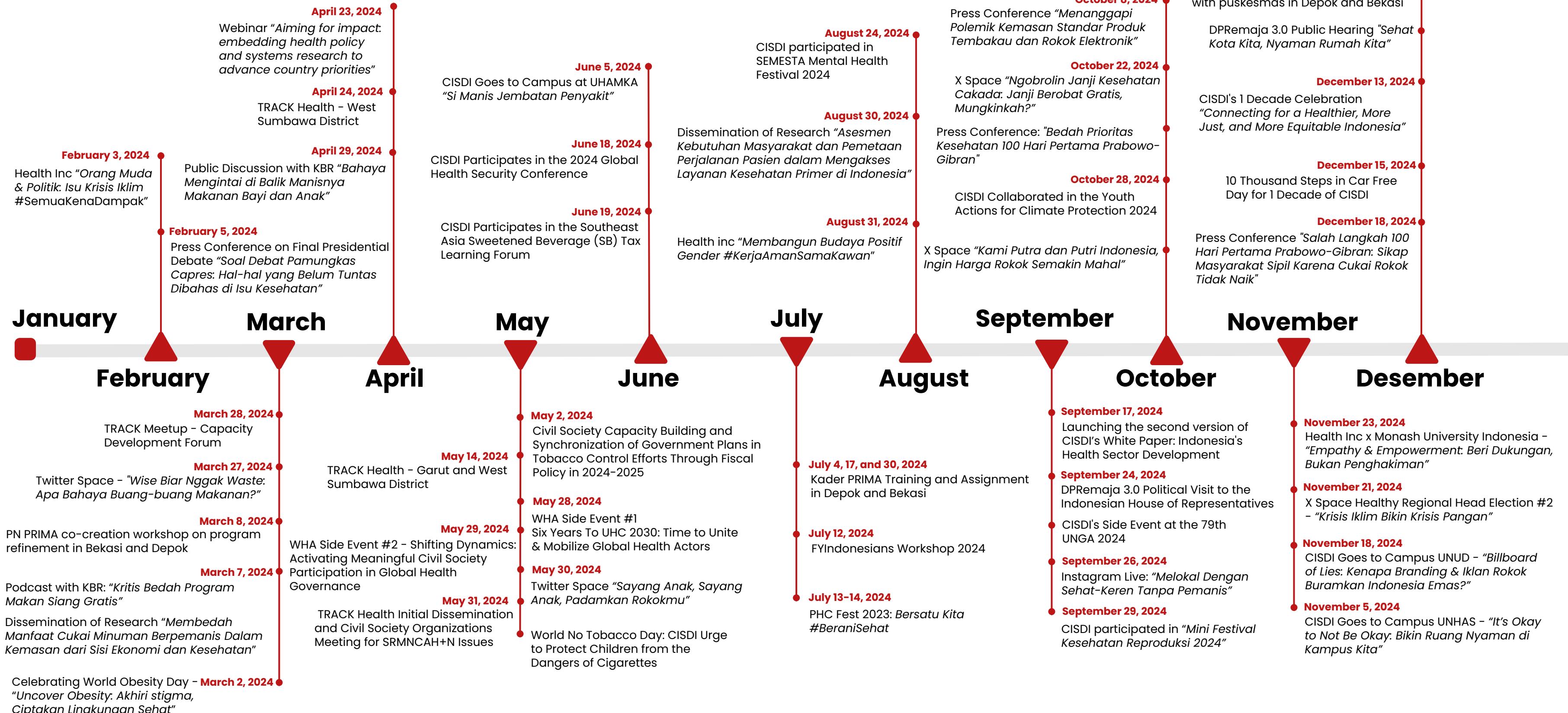
Over a decade, we have reached **34 provinces and 243 districts/cities** in Indonesia through various programs, research, and advocacy.



*This impact map illustrates the locations where CISDI's programs and activities have been implemented since 2014. The areas shown are those in which activities were carried out through program outcome or research data collection. This map does not represent areas that are indirectly impacted or exposed through secondary activities such as digital campaigns or publication dissemination.*



# 2024 Kaleidoscope





# Our Work

CISDI's work focuses on four main areas:

1

**Primary Health Care  
Strengthening**

2

**Strategic Planning for  
Health System Reforms**

3

**Research-Based Advocacy:  
Determinants of Health  
and Health-Oriented Policies**

4

**Involvement in Strategic  
Forum and Collaborations**



## OUR WORK

# Primary Health Care Strengthening

CISDI strengthens Indonesia's primary health care through PN-PRIMA and various capacity-building initiatives. These programs target community health workers (CHWs) at posyandu, cadres from TP PKK (a government-supported women's organization focusing on family welfare), health workers, and puskesmas program managers.

# PN PRIMA

## Pencerah Nusantara Puskesmas Responsif Inklusif Masyarakat Aktif Bermakna

In 2024, CISDI is continuing the implementation of the **Pencerah Nusantara - Puskesmas Responsif Inklusif Masyarakat Aktif Bermakna (PN-PRIMA)** program in 12 puskesmas across Depok City and Bekasi District. Designed to address service gaps in primary health care, PN PRIMA focuses on four main areas: maternal and child health, Non-communicable Diseases (NCDs), nutrition for children under five, and immunization for children under two. In its implementation, PN-PRIMA integrates a community-based approach with digital technology support to improve the accessibility and quality of primary health care services.

As central in the community-based approach, *Kader PRIMA* (the term used for community health workers who are involved in the PN-PRIMA implementation) has an active role in assisting pregnant women, screening children under five nutritional statuses, and detecting non-communicable diseases in the community. PN-PRIMA implementation reached 995 children under five whose nutritional problems were screened in which 74.05 percent of children under five with identified nutritional problems have been assisted by *Kader PRIMA*, exceeding the initial target of 40 percent.

*Kader PRIMA* carried out 4,635 screenings of children under two years on their basic immunization, exceeding the target of 4,548 screenings. As for non-communicable diseases in those aged over 15 years, 8,329 screening have been performed, especially for Diabetes Mellitus and Hypertension.





## Investing in the People Behind Primary Health Care Services

PN-PRIMA direct outreach activities are supported by efforts to strengthen the capacities of human resources in health sectors. In 2024, we reaffirmed our commitment to integrating learning programs—formerly known as the Health Learning Program—as one of the pillars supporting the implementation of resilient health systems and services. One such initiative is the capacity building program for CHWs at posyandu, community workers of TP PKK, health workers, and puskesmas program managers through basic and advanced training in the PN-PRIMA program.

We develop a supportive supervision approach – for CHWs at posyandu, TP PKK, health workers, and puskesmas program managers – to encourage service quality improvement by fostering leadership and guidance to the community health workers. This approach emphasizes assistance, collaborative problem-solving, and two-way communication between supervisor and community health workers that is appreciative and recognizes the CHWs positive contributions. This approach is designed based on guidelines developed since the initial implementation of PN-PRIMA. The guidelines are developed on the basis of continuous learning, and put an emphasis on continuous assistance.

The learning program is developed by mapping CHWs competencies to identify key competency areas, required knowledge, and suitable learning approaches. As a result, all stakeholders involved – including CHWs at posyandu, cadres from TP PKK, health workers, and puskesmas program managers, demonstrated improved knowledge across various aspects.

CISDI's learning program integration was designed to reach broader audiences and targets beyond primary health care programs. In 2024 our learning activities were also developed to support the private sector in conducting training need assessment for health care service providers and developing a handbook for sugar-sweetened beverages excise advocacy program.

### PN PRIMA Skills Development in Health

**92%** health workers have increased their understanding of how to supervise community health workers.

**82%** community health workers have improved their knowledge of immunization, NCDs, and maternal and child nutrition.

**73%** community workers of TP PKK have improved their understanding of community trust in immunization programs.

**100%** health workers have increased understanding of key messages on immunization.

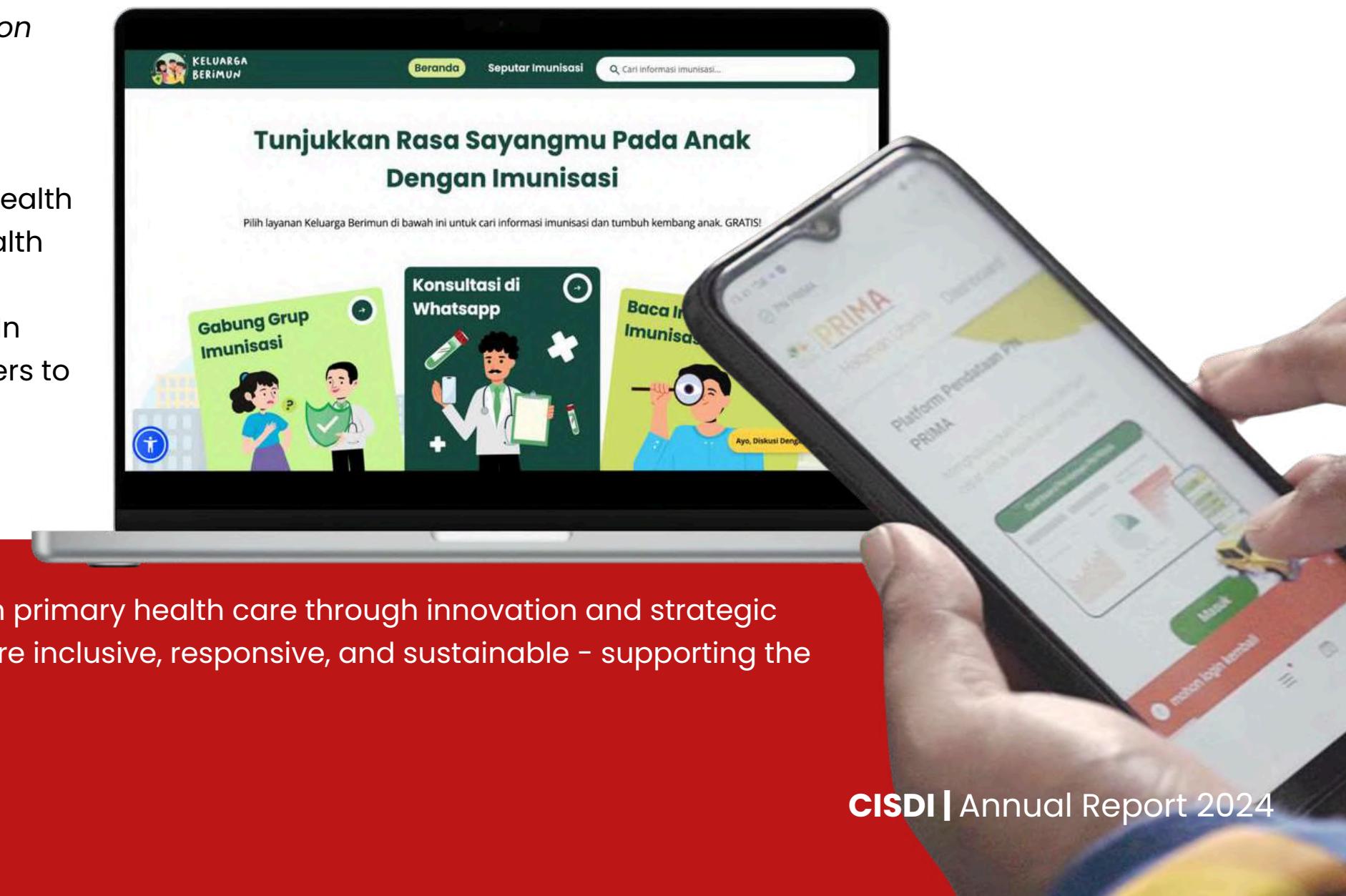


## Driving Digital Innovation to Enhance Inclusivity and Immunization Coverage

In 2024, through the PN-PRIMA program, CISDI expanded the innovation in the digital sector. In collaboration with KONEKSI (Australia-Indonesia Knowledge Partnership Program), Monash University, and PUSKAPA, CISDI developed the second iteration of the Pencerah Nusantara web-based application (PN Web App). The development involved a research and technology development process to facilitate CHWs at posyandu and health workers at puskesmas in providing health care services to the community in accordance with management standards and principles of *Gender Equality, Disability, and Social Inclusion (GEDSI)*.

To further improve immunization coverage, CISDI launched the '*Keluarga Berimun*' campaign—an initiative under the VaxSocial Project in partnership with the Advancing Health Online Initiative (AHO) and Gavi. Aligned with the campaign, CISDI actively engages health workers at puskesmas and *Kader PRIMA* to distribute targeted digital content to communities in PN-PRIMA implementation areas across Bekasi District and Depok City. In addition, digital training is also provided to health workers and community health workers to build their capacity in educating the public, both face-to-face and online.

Through the *Keluarga Berimun* campaign, we developed a range of digital platforms and activation—including social media channels, dedicated website, WhatsApp Support Group, and a WhatsApp Digital Hotline – to help parents overcome doubts about immunizing their children by providing them with clearer and trustworthy information. This initiative is further strengthened by close coordination with the Ministry of Health, Yayasan Orang Tua Peduli, MAFINDO community, and participation in various national forums to increase the effectiveness of immunization campaigns at the community level. The *#KeluargaBerimun* campaign will run until 2025 with the tagline "*Cintai Buah Hati, Berikan Imunisasi*" or "Love Your Children, Give Them Immunizations."



With various achievements throughout 2024, CISDI reaffirms commitment to strengthen primary health care through innovation and strategic partnerships. Looking ahead, the PN-PRIMA program will continue to grow to ensure more inclusive, responsive, and sustainable – supporting the vision of a healthy and equitable Indonesia.

# Designing an Inclusive Health and Primary Health Care System

CISDI's commitment to building more inclusive and responsive primary health care systems is intensified through community-based approaches and sustainable policies. In 2024, CISDI has an opportunity to embark on a joint initiative with Co-Impact to design systemic health improvements by positioning communities as the key agents of change.

We carried out a comprehensive mapping to identify systemic challenges in delivering health care services that prioritize vulnerable groups. This process combined literature reviews, field assessments, and cross-sector consultations to understand the situation and identify gaps in community-level primary health care, especially for women and children. Observations took place in three regions with distinct characteristics: Landak District, Manggarai District, and Kendal District. A key takeaway was that stakeholders at both national and regional levels are focusing on practical, adoptable solutions and on strengthening village-level primary health care units—the closest and most accessible service model for communities.

These findings formed the basis for a strategy, then articulated in a dedicated module to design systemic changes via community and public involvement, strengthening service providers, and organizational transformation as a catalyst of change.

Grounded in a vision to establish resilient and inclusive primary health care system, CISDI remains committed to advancing community-driven innovation, promoting people-centered health policies, and overseeing the transformation of health services towards greater justice and equality.



# Transforming Primary Health Care Through Strategic Partnerships

CISDI considers 2024 as the momentum to strengthen primary health care through various forums and strategic partnerships at the national and global levels. Through our involvement in networking platforms at the national and global levels such as the PHC Consortium, WHO SEARO, SUNAM Side Event, and GLC4HSR, we aim to ensure that community-based perspectives and policies that prioritizing vulnerable groups are embedded in the ongoing discourse about efforts and ideas of strengthening primary health care.

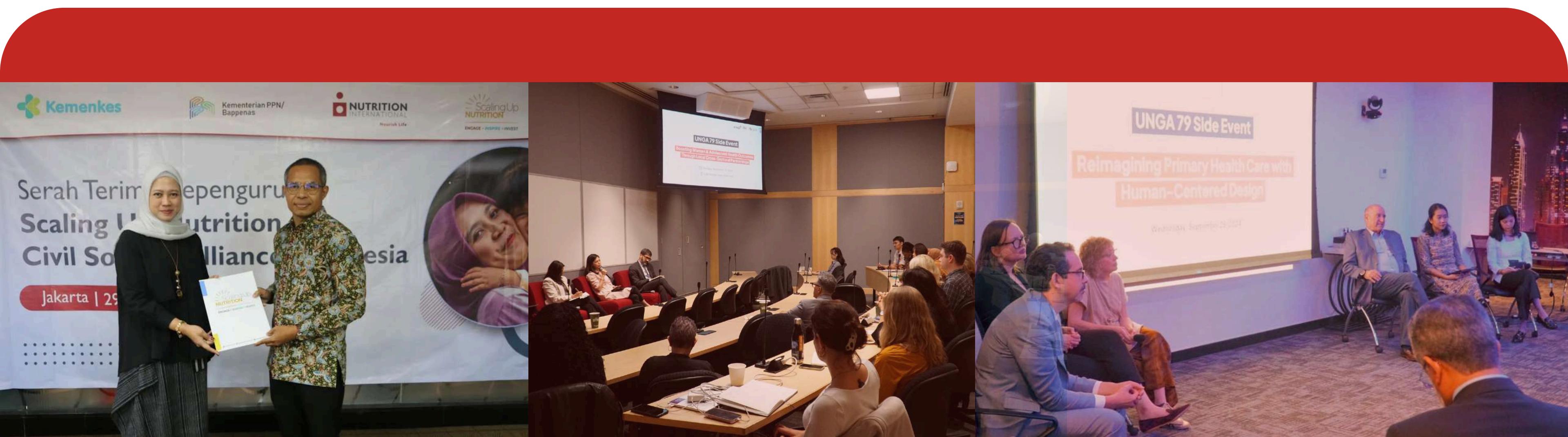
CISDI's active participation in initiating collaboration and strategic partnerships in primary health care was further reinforced by holding side events in global forums. In September 2024, alongside the 79th UN General Assembly (UNGA 79), CISDI with global partners, hosted a side event that highlighted two key themes related to primary health care and intersecting issues.

The first session, titled *"Reimagining Primary Health Care with Human-Centered Design"*, focused on *Human-Centered Design* (HCD) by explaining the principles, practices, and roles of stakeholders related to the HCD implementation in improving the quality of primary health care services.



The second session titled “*Boosting Sexual, Reproductive, Maternal, Newborn, Child, Adolescent Health, and Nutrition Outcomes Through Local Cross-sectoral Partnerships*”. Through this session we emphasize the urgency of collaborative efforts and measuring socio-environmental impacts to fill the gap between the government and civil society in addressing sexual and reproductive health, maternal, newborn, child, adolescent, and nutrition (SRMNCAH+N) issues.

CISDI's commitment to intensifying engagement in dialogue and strategic partnerships complements our direct outreach programs in strengthening primary health care. This approach ensures that our innovations and initiatives go beyond program implementation – they are grounded in continuous learning and collaboration to deliver sustainable impact.





## OUR WORK

# Strategic Planning for Health System Reforms

As a strategic partner to the government, CISDI actively contributes to health system reform and development planning agendas. In 2024, CISDI launched the second edition of the White Paper: Indonesia's Health Sector Development, offering deeper analysis and more comprehensive recommendations. Through the TRACK SDGs initiative, CISDI advocates for the integration of health issues into regional policies and strengthens cross-sector collaboration to support sustainable and inclusive health development.

# Second Version of CISDI's White Paper: Comprehensive Review of Indonesia's Health Sector Development 2024–2034

In September 2024, CISDI launched an updated version of the "White Paper: Indonesia's Health Sector Development (2024–2034)", replacing the initial edition launched at the end of 2023. The second version of the document expands on key highlights and offers deeper analysis to respond to evolving health system challenges and shifting in the national priority programs. Spanning fourteen books including the main book, executive summary and target indicators, the second version of the CISDI's white paper reviews challenges and recommendations for the future of Indonesia's health sector development in priority issues around governance, health systems, health human resources, health financing, global health, SRMNCAH+N, health security, and communicable diseases, non-communicable diseases, digital health, risk communication, and health research and development.

Maintaining a foresight approach as its methodology, the second edition of CISDI's white paper considers trend analysis, as well as the interplay between the dynamics of environmental, social, and economic challenges that can affect the quality of Indonesia's health system. Thus, the second version of the white paper can be used as an important reference for policy makers, academia, and civil society organizations in developing evidence-based policies.



Compared to the first edition, the latest version presents a more refined and in-depth analysis of the current situation, along with clearer and more actionable recommendations. The updated version also introduces a more structured appendix detailing objectives, targets, and indicators—providing practical guidance for implementation and impact assessment by stakeholders.

The strategic vision put forward in CISDI's white paper emphasizes the importance of a *Health in All Policies* (HiAP) approach as the foundation in policy formulation. This approach emphasizes that health is not only the responsibility of the health sector, but must also be a primary consideration in other development sectors policies such as education, transportation, the environment, and the economy. Encouraging greater alignment across sectors, HiAP aims to drive more coherent and coordinated policies to improve population health.

The launching of the second version of white paper marks a significant milestone in Indonesia's journey toward health system reform. By offering bold, evidence-based strategies, CISDI engaged key stakeholders in the white paper's dissemination, including members of the Prabowo–Gibran transition team. Through this publication, CISDI aspires to catalyze progressive and inclusive policy shifts that respond to the nation's long-term health goals.



# TRACK SDGs: Promoting Health-Oriented Sustainable Development

The year 2024 marks a moment of reflection and acceleration for CISDI through TRACK SDGs to support the achievement of health-oriented Sustainable Development Goals (SDGs) in Indonesia. As an initiative that connects various stakeholders across sectors in health policy, TRACK SDGs continues to strive to build a learning and collaborative ecosystem that is firmly rooted at the communities and local governments.

Through the TRACK Health initiative, we are working to incorporate sexual and reproductive health, maternal and child health, adolescent health, and nutrition (SRMNCAH+N) into a transformative approach for consideration in local government decision-making and policy planning processes. We conducted this effort through a series of hearings and discussions with the regional governments of Garut and West Sumbawa Regencies to consider the SRMNCAH+N issue in regional development planning instruments, including the Regional Long-Term Development Plan (*Rencana Pembangunan Jangka Panjang Daerah*, RPJPD), the Regional Medium-Term Development Plan (*Rencana Pembangunan Jangka Menengah Daerah*, RPJMD), and the Regional Government Work Plan (*Rencana Kerja Pemerintah Daerah*, RKPD).



The TRACK SDGs is also continuing to strengthen health-oriented policies in cross-sectoral discourse through various platforms. First, through Health Inc - a platform for public interaction and collaboration between communities around interrelated issues. Throughout 2024, three Health Inc sessions were held, highlighting the climate crisis, gender-positive workplace culture, and violence against women. Second, through TRACK Meetup, we held a learning forum among TRACK SDGs members to exchange best practices and experiences regarding the implementation of *Gender Equality, Disability, and Social Inclusion* (GEDSI) and optimizing the use of social media in digital campaigns. Meanwhile, social media content production is also intensified by TRACK SDGs through collaboration with various communities to raise specific issues around inclusion and climate.

Reflecting on these achievements and challenges is an important foundation for developing future strategies. Going forward, TRACK SDGs is committed to strengthen the position as a more inclusive and strategic knowledge and advocacy portal. Some steps that will be pursued include increasing interaction with TRACK members at the national and district/city levels, developing more proactive communication media, and documenting and sharing good practices more systematically. With this approach, TRACK SDGs is expected to further contribute to accelerating the sustainable health system transformation in Indonesia.





## OUR WORK

# Research-Based Advocacy: Determinants of Health and Health-Oriented Policies

We believe civil society has a strategic role in connecting evidence-based research and policy through advocacy. In this sector, we focus on tobacco control, healthy food policies, and strategic health policy advocacy at the national and global levels.

## Tobacco Control

Tobacco control issue remains one of CISDI's main focuses. We are dedicated to contributing to reducing non-communicable diseases in Indonesia and consider smoking as a risky consumption behavior that affects health conditions. Throughout 2024, CISDI has been actively conducting a series of advocacy, research, and campaigns to reinforce tobacco control in Indonesia.

In our research work, we examined issues such as illegal cigarette trade, adolescent smoking initiation, and the implementation of multi-year tobacco excise in various countries. Two of our studies were successfully published in scientific journals. "[The Impoverishing Effect of Tobacco Use in Indonesia](#)" that discusses the financial impact of cigarette consumption towards impoverishment in Indonesia which is not captured by national survey. "[Loose cigarette purchase and adolescent smoking in Indonesia: a mixed-methods study](#)" that reveals cigarette consumption patterns and the risks posed among adolescents..

We use research findings as evidence to promote both fiscal and non-fiscal policies for tobacco control. Together with civil society coalitions, CISDI conducted a series of hearings with ministries, government agencies, and the national transition team to build shared understanding on the urgency of strengthening tobacco excise as a control measure. We are supporting the implementation of more progressive regulations for tobacco products, including e-cigarettes, whose consumption continues to increase.



We strengthened our scientific foundation for tobacco control through research, advocacy, campaigns, and active public engagement. The third-generation Youth Representative Council (DPRemaja 3.0) continued CISDI's mission to expand youth participation in tobacco control. In this program, thirteen youth representatives from 11 provinces across Indonesia were elected to develop ideas and design advocacy strategies in collaboration with communities and local stakeholders. Members of DPRemaja 3.0 also had the opportunity to meet directly with Commission IX of the Indonesian House of Representatives to discuss pressing tobacco control issues.

Our advocacy efforts also actively engage mass media and social media. A collaboration with Bocor Alus Politik TEMPO has produced a podcast titled "**Nasib Pengendalian Rokok di Era Jokowi**" or "*The Outcome of Cigarette Control in the Jokowi Era*" with senior economist, Faisal Basri, as the speaker. This podcast discusses the effectiveness and bias of cigarette and sugar-sweetened beverages control policies implemented in Indonesia under President Joko Widodo's leadership. We also strive to engage the media through a series of press conferences and op-ed publications to amplify aspirations and respond to various policy dynamics and momentum related to tobacco control in Indonesia, including the momentum of the national-regional General Elections and their relationship to the vision of tobacco control.

Through the **@sebelahmata\_cisdi**, we actively promote our tobacco control efforts. We collaborate with various platforms that voice similar and related issues to gather public aspirations. In the **#LindungiKiniNanti** campaign, which is a collaboration with Save Our Surroundings, we design various social media content to create a socio-economic environment that is free from the use of addictive substances. Moreover, in the hashtag **#CukaiUntukPerlindunganPublik**, we obtained more than 13,000 organic public supports related to the urgency of increasing tobacco excise.



# Food Policy

CISDI is committed to addressing both tobacco control and healthy diets/food policy as social determinants of health. Throughout 2024, we undertook various activities and approaches to connect the research, advocacy, and campaign cycles on the issues of Sugar-Sweetened Beverages (SSB) excise, evidence-based front-of-package nutrition labeling (FOPL), and controlling sugar, salt, and fat consumption.

Publication and dissemination of research regarding **health and economic impact of SSB excise** became one of our achievements. This research provides a comprehensive overview of health and economic impacts of the SSB excise implementation in Indonesia, which has an impact on reducing the prevalence and mortality rate of Type 2 Diabetes Mellitus. We use scientific research to justify our recommendations to national-level stakeholders. This ensures that our research recommendations are incorporated into national policies.

To encourage the implementation of SSB excise policy, we are collaborating with civil society coalitions, implementing the SSB excise policy and advocating *Front-of-Package Labeling* (FOPL). This policy is a strategic step to encourage a healthy diets and prevent non-communicable diseases. The FOPL provides clear and easy-to-understand information for consumers regarding the high salt, sugar, and fat content in food products. We have compiled a study to review best practices from various countries and assessing the policy developments in Indonesia. We will continue this study in 2025, focusing on evidence-based, effective, and relevant forms of labeling to be implemented in Indonesia.



CISDI is also involved in regional forums related to healthy food issues, to improve our understanding. These include the Food and Nutrition Legal Symposium in May 2024 and the South East Asia Sweetened Beverages (SB) Tax Forum in June 2024. Our involvement in these forums improve our understanding and learning about advocacy and best practices in implementing policies to create healthy food ecosystems in various countries.

In the campaign sector, *For Young Indonesians* ([@fyindonesians](#)) saw a surge in followers and interactions on social media, particularly in the healthy food discourse. Our digital activities are complemented by a creative process to design narratives and campaigns. This year, coinciding with the PHC Fest, we released an animation "[Healthy Rangers vs. Sugar Monster](#)" that narrates the story of Healthy Rangers fighting the dangers of high sugar consumption. We took this effort to expand audience segmentation with age diversity.

We are also launching an online petition to obtain public support to urge national policymakers to ratify the imposition of SSB excise. The petition had obtained over 20,000 public signatures by the end of 2024.

We also strengthened our efforts to involve young people in healthy food issues. The *For Young Indonesians Workshop*, which brought together 20 selected young people with diverse backgrounds and representing 15 provinces in Indonesia. These selected young people have the opportunity to participate in a learning program on healthy food policy advocacy, as well as design campaign and advocacy programs that can be directly applied to reach their closest communities.



**Diabetes dan Obesitas Mengintai: Lindungi Masyarakat dari Bahaya Minuman Berpemanis**



20.186<sup>\*</sup>  
Tanda tangan terverifikasi ✓

Tanda tangan petisi ini

Nama awal

Nama akhir

Email

Jakarta, 12980  
Indonesia

Tunjukkan tanda tangan dan komentar saya di petisi ini

**Tandatangani Petisi**

# Health Policy Advocacy at the National and Global Levels

2024 was a pivotal year for CISDI's efforts to oversee health policy reform in Indonesia. Through an evidence-based approach and cross-sector collaboration, CISDI focuses on ensuring that the policies it develops not only respond to current challenges but also improve accessibility and quality of health care services. At the same time, global dynamics increasingly reinforce the need to expand Indonesia's health diplomacy through active participation in international forums.

## Advocacy for Derivative Regulations of the Health Law

The dynamics of health policy following the ratification of Law No. 17 of 2023 concerning Health remains a key focus throughout 2024. After officially eliminating the mandatory spending of 5% at the national level and 10% at the regional level, the Ministry of Health introduced the Health Sector Master Plan (*Rencana Induk Bidang Kesehatan*, RIBK). This will serve as a reference for health planning at the central and regional levels, including mapping contributions from the private sector and civil society. The government then drafted the Government Regulation Draft (*Rancangan Peraturan Pemerintah*, RPP) led by the Minister of Health with the involvement of relevant ministries/institutions. In response to the RIBK documents, CISDI conducted a special review and published the analysis results in a publication entitled **"Derivative Regulations of the Health Law Factsheet: Keeping the Strategic Direction of Health Sector Master Plan for Public Health".**

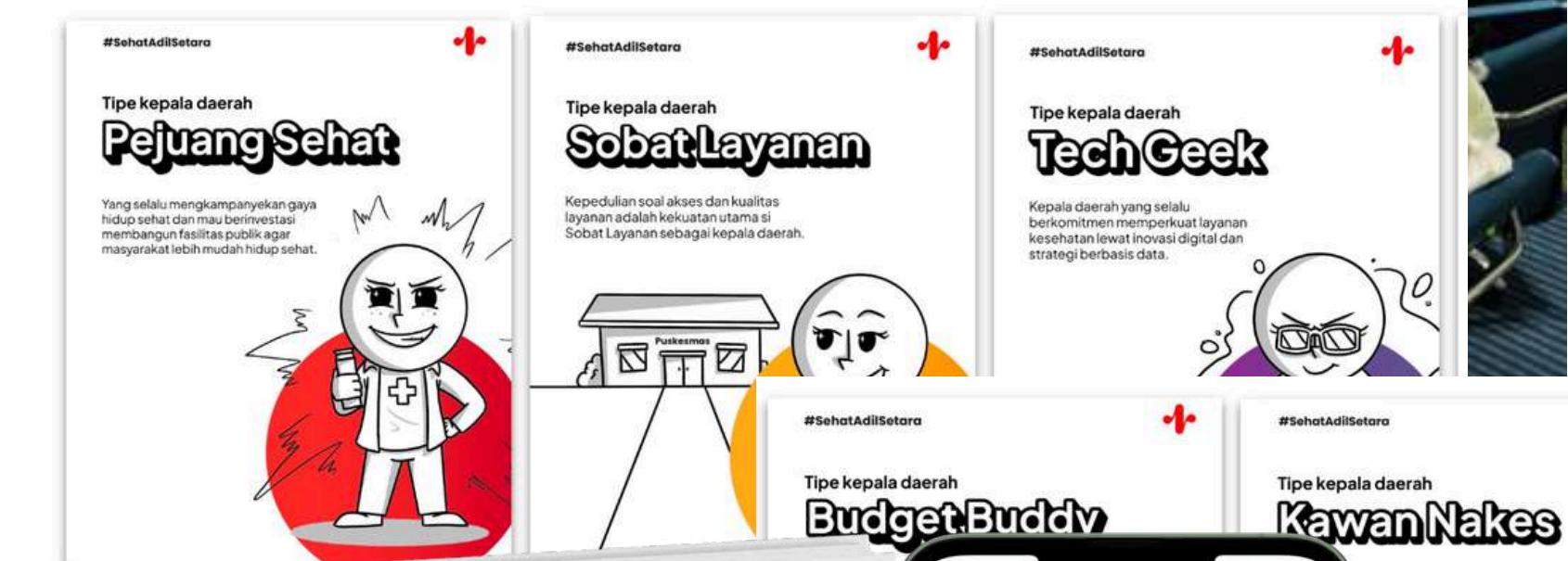


Following the enactment of [\*\*Government Regulation No. 28 of 2024 on Health\*\*](#), we also monitor the discourse and prepare recommendations for the Draft Regulation of the Minister of Health (*Rancangan Peraturan Menteri Kesehatan, RPMK*) on the Implementation of Life Cycle Health Efforts which has the potential to regulate in detail aspects of public health care service needs. CISDI's recommendations include the importance of a community-oriented system approach, attention to the determinants and commercial aspects of health, and the urgency of inclusive and non-discriminatory services.

We complement our efforts to oversee derivative policies of the Health Law with a series of dialogues with national and regional stakeholders, particularly with government partners in the CISDI program implementation areas.

## Monitoring Health Issues in the Election Year

The momentum of simultaneous general elections and regional elections is also a key focus of our advocacy journey throughout 2024. CISDI took advantage of this moment to criticize the position of health issues in the priority agendas put forward by the candidates. Through a series of research "[\*\*Health Development Priorities in the Vision and Mission of the 2024-2029 Presidential Candidates of the Republic of Indonesia\*\*](#)", we comprehensively review the health policies and programs of each president and vice-president candidate, document content analysis, candidates' statements, and video recording of their discussion that can be publicly accessed. We expand our reach by publishing the results of the research in a special [website page](#), and through collaborative contents in social media channels.



2. Apakah Besaran dan Rincian Anggaran yang Ditetapkan Sudah Tepat?  
 Pada saat kajian ini ditulis, Kementerian Keuangan, Kementerian Koordinator Bidang Perekonomian, dan tim transisi Prabowo-Gibran menetapkan anggaran MBG sebesar Rp 71 triliun pada pertama 2025 sebesar Rp 71 triliun. Anggaran segera sejajarnya cukup besar dan penting kehati-hatian dalam menetapkan anggaran. Apakah memerlukan penyusunan anggaran sebenarnya pemerintah bisa meriksa kembali program-program existing yang sudah memadai.

Untuk itu, studi terhadap program pembelian makanan tambahan (PMT) Ibu dan PMT Balita, dan untuk pemberian gizi sembari kita memiliki program desa-pangan amandemen PMT-Anak Sekolah.



## (Tak) Ada Makan Siang Gratis

CISDI punya beberapa catatan mengenai program makan siang gratis. Apa saja?

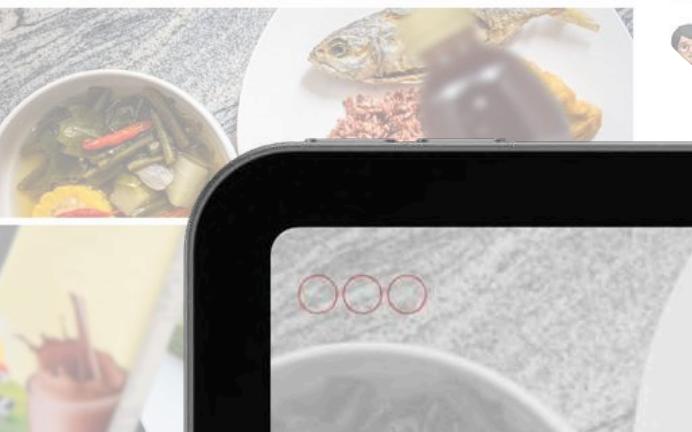


In addition to the presidential and vice-presidential elections, 2024 marks the implementation of simultaneous regional elections to elect regional heads in 37 provinces, 415 districts, and 93 cities. CISDI also oversees this agenda by activating the **#PilkadaSehat** campaign through communication, collaboration, and advocacy approaches. In this activity, we held the X Space series which involved the community to raise discourse around issues intersecting with health. In addition, through a creative approach, we activated the "If I Were a Regional Head" personality test to capture the profile of a leader who fits the health development issues at the regional level.

In the same year, elected candidate pairs were officially announced. By actively monitoring the ongoing stages, CISDI highlighted one priority agenda of President-Vice President elect Prabowo-Gibran, namely the Free Nutritious Meal Program (*Makan Bergizi Gratis*, MBG). Since the announcement of their victory in March 2024, discourse around MBG has gained momentum, entering the national budget draft and being slated for immediate rollout within the first 100 days.

Highlighting this, CISDI compiled a special study of MBG and released the **"First Series of Free Nutritious Meal Program Review: Analyzing the Objectives, Budget, and Governance"**. Studies on MBG will continue as the program progresses in the coming year.

## Jika Tidak Hati-hati, Program Makan Bergizi Gratis Bisa Diintervensi Industri Pangan Tak Sehat



Lantas, kerapapunya berhati-hati saat anggaran?



## Policy Paper Series: Mengkaji Ulang Program Makan Bergizi Gratis Makan Bergizi Gratis: Menilik Tujuan, Anggaran dan Tata Kelola Program

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### I. Pendahuluan

Program Makan Siang Gratis atau "Makan Bergizi Gratis" (MBG) yang dicanangkan oleh pasangan Prabowo-Gibran secara resmi telah dibahas dalam perencanaan anggaran tahun 2025. Pada saat kajian ini ditulis, Kementerian Keuangan (Kemenkeu), Kementerian Koordinator Bidang Perekonomian (Kemenko) dan tim transisi Prabowo-Gibran menetapkan besaran anggaran MBG sebesar Rp 71 triliun pada tahap pertama di tahun 2025. Besaran ini dinilai telah memperhitungkan target defisit fiskal sebesar 2.29% - 2.82% (Prabowo-Gibran, 2023; BBC Indonesia, 2024).

Program MBG pada tahap pertama akan difokuskan menyangkai kelompok pelajar SD-SMP-SMA kategori kuintil 1 dan 2 di wilayah tertinggal, terdepan dan terluar (3T) di Indonesia (BBC Indonesia, 2024). Meskipun begitu, ketika kajian ini ditulis diskusi dan penyesuaian masih terus berlangsung. Menurut tim transisi Prabowo-Gibran, target sasaran, besar anggaran dan tata kelola program akan terus dievaluasi dan diperluas untuk mengentaskan stunting di Indonesia.

Besarnya anggaran yang akan dikeluarkan serta efektivitas dampak yang akan dihasilkan dari program ini menjadi pro dan kontra diskursus publik. Terlebih anggaran publik dan kebijakan publik seputarannya dipertanggungjawabkan oleh para pembuat kebijakan. Selain itu, perubahan terkait nama program, sasaran, anggaran dan sebagainya diketahui masyarakat sipil hanya melalui pemberitaan media. Belum tersedia kanal dan mekanisme partisipasi publik yang menetap, transparan dan berkelanjutan untuk memastikan partisipasi masyarakat sipil dalam memantau perkembangan program. Beragam kekhawatiran publik bermunculan; dari kualitas perencanaan, keterbatasan ruang fiskal, hingga ketidakjelasan tata kelola (Suwastyo, 2024).

Mengingat urgensi, *Center for Indonesia's Strategic Development Initiatives* (CISDI) berinisiatif untuk melaksanakan kajian program MBG yang terbagi dalam beberapa seri. Dokumen ini adalah kajian seri pertama dengan fokus perbaikan isu tujuan, pendanaan dan tata kelola program MBG. Fokus tersebut dipilih mengingat program ini sedang dalam tahap perencanaan serta sempitnya ruang fiskal, termasuk untuk pendanaan sektor kesehatan setelah dihapuskannya mandatory spending melalui UU Kesehatan No. 17/2023 (Kompas TV, 2023). CISDI berharap rangkaian kajian ini digunakan untuk mengkaji ulang program MBG serta mendorong pemerintah untuk menerapkan kebijakan berbasis bukti. Anggaran negara diharapkan dapat digunakan secara transparan, terukur dan menghasilkan dampak positif bagi pembangunan kesehatan masyarakat.



## Global Health Advocacy: Connecting Local Perspectives to the International Stage

In an effort to strengthen Indonesia's health diplomacy, CISDI actively participates in international forums to bring lessons learned from the field to the global policy table. CISDI's participation in the 77th World Health Assembly (WHA) in Geneva, Switzerland, is an important momentum to voice the role of civil society in global health governance. CISDI was the speaker in three side events that raised the topics of community-based primary health care and civil society involvement.

Besides WHA, CISDI also participates in the Global Health Conference, WHO SEARO meeting, Inter-Regional Forum Global RECAP, and SUN Movement at regional level. In these forums, CISDI not only shares best practices from Indonesia, but also presents abstracts and policy recommendations to strengthen the voice of developing countries in the global health constellation.

Through national-level initiatives and participation in international forums, CISDI is committed to continue to connect local experiences and global policies. This effort ensures that Indonesian perspectives, particularly those from grassroots communities, can contribute to realizing a resilient and all-inclusive health system.

## Pandemic Treaty: Ensuring the Protection of Vulnerable Groups Amidst the Threat of Crisis

One of the important agendas in CISDI's global advocacy is the Pandemic Agreement negotiation process taking place in Geneva, Switzerland, in May and November 2024. Together with 15 civil society organizations in Indonesia, CISDI drafted a collective stance that was conveyed to the Indonesian government delegation represented by the Ministry of Foreign Affairs and the Ministry of Health. The main points put forward are the principles of equal access to health, fair distribution of resources, and protection of vulnerable groups.

CISDI presents the collective attitudes/positions of Indonesian civil society through an evidence-based approach, public consultation results, and analysis of available negotiation documents. Through this involvement, CISDI strengthens its position as a liaison between local Indonesian communities and the global policy domain.





## World Health Assembly (WHA) Side Event: Amplifying Indonesian Perspectives



In May 2024, CISDI participated in the 77th World Health Assembly (WHA) held in Geneva, Switzerland. In this series of activities, CISDI became the organizer and speaker in two side events that discussed civil society participation in global health governance and the improvement of community-based primary health care services.

CISDI's participation in the WHA provides a space to convey lessons learned from Indonesia to global actors. In addition to strengthening networks with international organizations and other governments, this forum also serves as a medium for CISDI to demonstrate the importance of an inclusive and collaborative approach to global health system reform.

## UNGA Side Event: Encouraging Global Commitment for Primary Health Care

In September 2024, CISDI participated in the 79th United Nations General Assembly (UNGA) in New York, United States. Through a series of side events, CISDI promoted the importance of international commitment to primary health care as a key pillar in achieving Universal Health Coverage (UHC).

Through discussions with a cross-border audience, CISDI articulated Indonesia's needs for investment in primary health care, community engagement in service planning, and health policies that are responsive to local challenges. This forum strengthens CISDI's position in the global policy ecosystem as an organization that brings local perspectives and is based on community experience.





**Bincang Sehat:**  
**Menolak Tabu**  
**untuk Tahu Kesehatan**

Moderator

Diah Saminarsih  
Founder & CEO CISDI

Kalis Mardiasih  
Penulis & Aktivis



Ignatia Alfa Gloria  
Policy & Advocacy Officer  
IPAS Indonesia



Irfani Anugrah  
Koordinator Program  
TestJKT by GWL-INA

Yudhan Triyana  
Content & Campaign Manager  
for Dokter Tanpa Stigma

**OUR WORK**

# Involvement in Strategic Forums and Collaborations

In 2024, CISDI reinforced its commitment to expanding partnerships and strengthening strategic collaborations at both national and international levels.

At national level, we advanced initiatives to raise awareness, foster community participation, and empower local actors in health development. At the global level, we actively engaged in international forums, bringing Indonesia's perspectives and experiences to influence global health policy.

# PHC Fest 2024:

## *Bersatu Kita, Berani Sehat!*

As part of the national campaign to strengthen primary health care, CISDI organized PHC Fest 2024 on July 13–14, 2024 in Jakarta. Carrying the theme "*Bersatu Kita Berani Sehat!*" or "*Together, We Dare to Be Healthy!*", this festival is designed as an educational and interactive space that invites the public, especially young people, to get involved in health issues. The festival features various sessions such as talkshows, free medical checkup, animation screenings of "*Healthy Rangers vs. Sugar Monsters*", photo exhibitions, music performances, yoga, and zumba sessions.

PHC Fest 2024 successfully reached more than 1,300 people, from the public, communities, academic institutions, and professional organizations. The festival also serves as a platform for cross-sector collaboration, involving CISDI partners from various sectors in health, environmental, and civil society organizations. Through a fun and inclusive approach, PHC Fest strengthens the role of communities as agents of change in the development of primary health care.

 **1.382**  
total visitors,  
36% increase from the previous year.

 **27**  
partners as collaborators, media, and  
communities.

 **67**  
presenters  
in discussion and interactive sessions.

 **90%**  
visitors gave positive ratings and experienced  
increased knowledge related to primary health  
care.



# Health inc

## #InspireNetworkCollaborate

Health Inc is a program that responds to social issues affecting public health—such as climate change, healthy work culture, and mental health—through public interaction spaces. Throughout 2024, we hosted three Health inc session, including “*Young People & Politics: Climate Crisis Issue #SemuaKenaDampak*” (February), “*#KerjaAmanSamakawan: Shaping a Gender-Positive Culture*” (August), and “*Empathy & Empowerment: Give Support, Not Judgment*” (November).

These events targeted young audiences, aimed to strengthen collective awareness, and promoted the importance of intersectional approaches in health policy. The discussions were conducted offline and involved collaborators from the education sector, social movement organizations, and grassroots communities. Health Inc is a growing space for alternative narratives about health that are inclusive and prioritize vulnerable groups. Health Inc are always concluded with networking sessions in various forms, ranging from group discussion to propose solutions, speed dating, to expressing feelings in pictures and conveying them to fellow participants.

 **3**  
sessions throughout 2024.

 **34**  
partners as collaborators, media partners, and communities.

 **238**  
total participants

 **21**  
speakers from various expertise

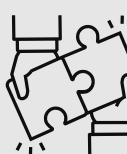


# CISDI Goes to Campus

We strive to bring strategic health issues closer to the younger generation through the "CISDI Goes to Campus" program at various universities in Indonesia. Throughout 2024, this activity was held in campuses such as Muhammadiyah University of Prof. Dr. HAMKA (UHAMKA), Hasanuddin University (UNHAS), and Udayana University (UNUD). The series of activities at each location includes interactive seminars, thematic workshops, and inspirational sharing sessions with speakers from academia, health practitioners, and policy journalists. The issues discussed include cigarette advertising regulations, challenges to mental health services among young people, and accessibility and participation in primary health care.

The main objective of this program is to strengthen policy literacy and raise students' sensitivity to health issues that directly impact society. Through an educational and collaborative approach, CISDI encourages students to become not only recipients of information, but also critical and empowered agents of change in driving health policy transformation. CISDI's presence on campuses creates a dynamic and transformative learning space, making academic spaces a vital node in expanding advocacy and strengthening civil society movements for equitable and equal health.

 **3**  
visits throughout 2024

 **8**  
partner organizations as collaborators

 **416**  
participants

 **11**  
speakers from various expertise



# #TemanCISDI

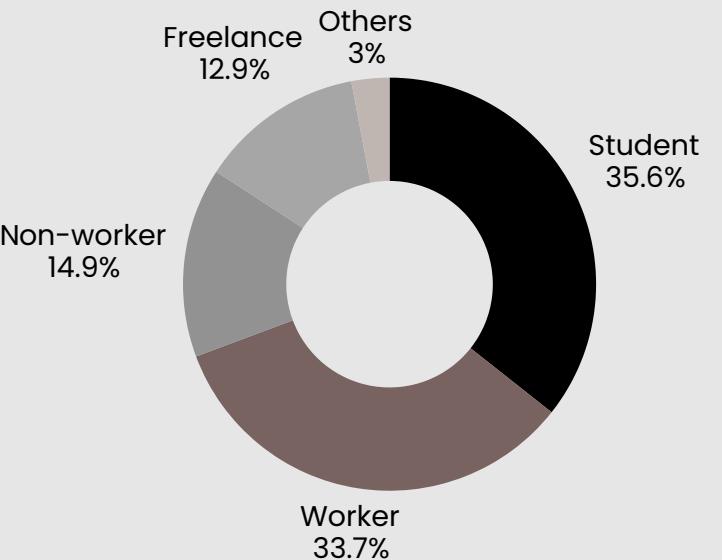
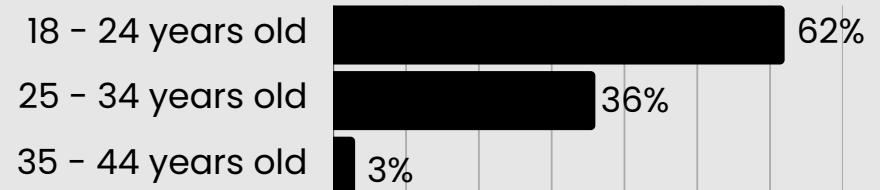
#TemanCISDI is a community of volunteers and supporters working to expand the reach of public health advocacy. This initiative is open to individuals who wish to be directly involved in CISDI activities, primarily to become committee members for public events organized by CISDI. As #TemanCISDI means having access to various training sessions based on shared interests, provided by CISDI employees or professionals from other organizations.

Throughout 2024, #TemanCISDI members participated in various activities such as being the committee of PHC Fest, opening booths at Health Inc events, and attending training on public health data analysis. By involving volunteers from various backgrounds, #TemanCISDI becomes a collective force that supports CISDI's work with a participatory and community-based approach.

## Demography of #TemanCISDI

 **120**

members throughout 2024



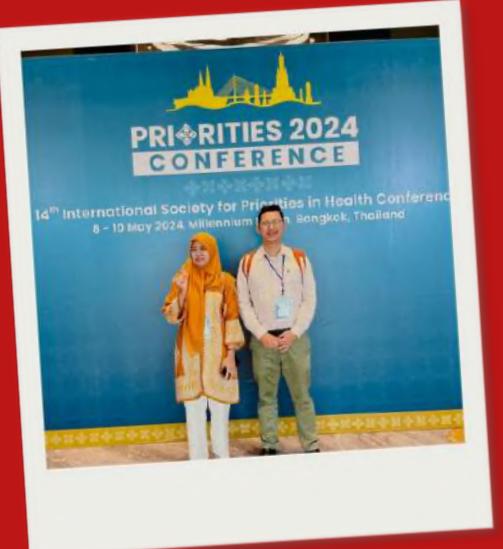
# Involvement in Global Forums

In addition to initiatives we are pursuing in Indonesia, we are leveraging global spaces to strengthen health diplomacy. Throughout 2024, CISDI actively participated in global forums on various topics. This effort is an opportunity for us to share learning, as well as deepen the studies and research conducted through involvement in scientific conferences. The following are some global conferences and the topics they cover.



## Priorities 2024 Conference Bangkok, 8–10 May 2024

- *Promoting Equitable Vaccine Access: Prioritizing Meaningful Engagement with CSOs and Communities in Indonesia*



## Global Health Security Conference 2024 Sydney, 18–21 June 2024

- *Leveraging Civil Society Expertise for Pandemic Prevention, Preparedness, and Response*
- *Vaccine Equity: Putting The Last First as A Cornerstone of Global Health Security*
- *Empowering Community Health Workers (CHWs) in Crisis Recovery: The PN PRIMA Program in Indonesia*
- *Acknowledging community health workers roles in strengthening health systems resilience: Results from a national survey in Indonesia*



## HSR2024 The 8th Global Symposium on Health Systems Research Nagasaki, 18–22 November 2024

- *As part of the panel with The Alliance for Health Policy and Systems Research: Advancing learning systems for health in the Asia-Pacific region through health policy and systems research*
- *As part of the panel with The Alliance for Health Policy and Systems Research: Establishing learning ecosystems for stronger health systems*
- *As part of the panel with PATH and The Alliance for Health Policy and Systems Research: Flipping the script on learning health systems*





## Special Highlights

### 1Decade of CISDI: Connecting for a Healthier and Equitable Indonesia

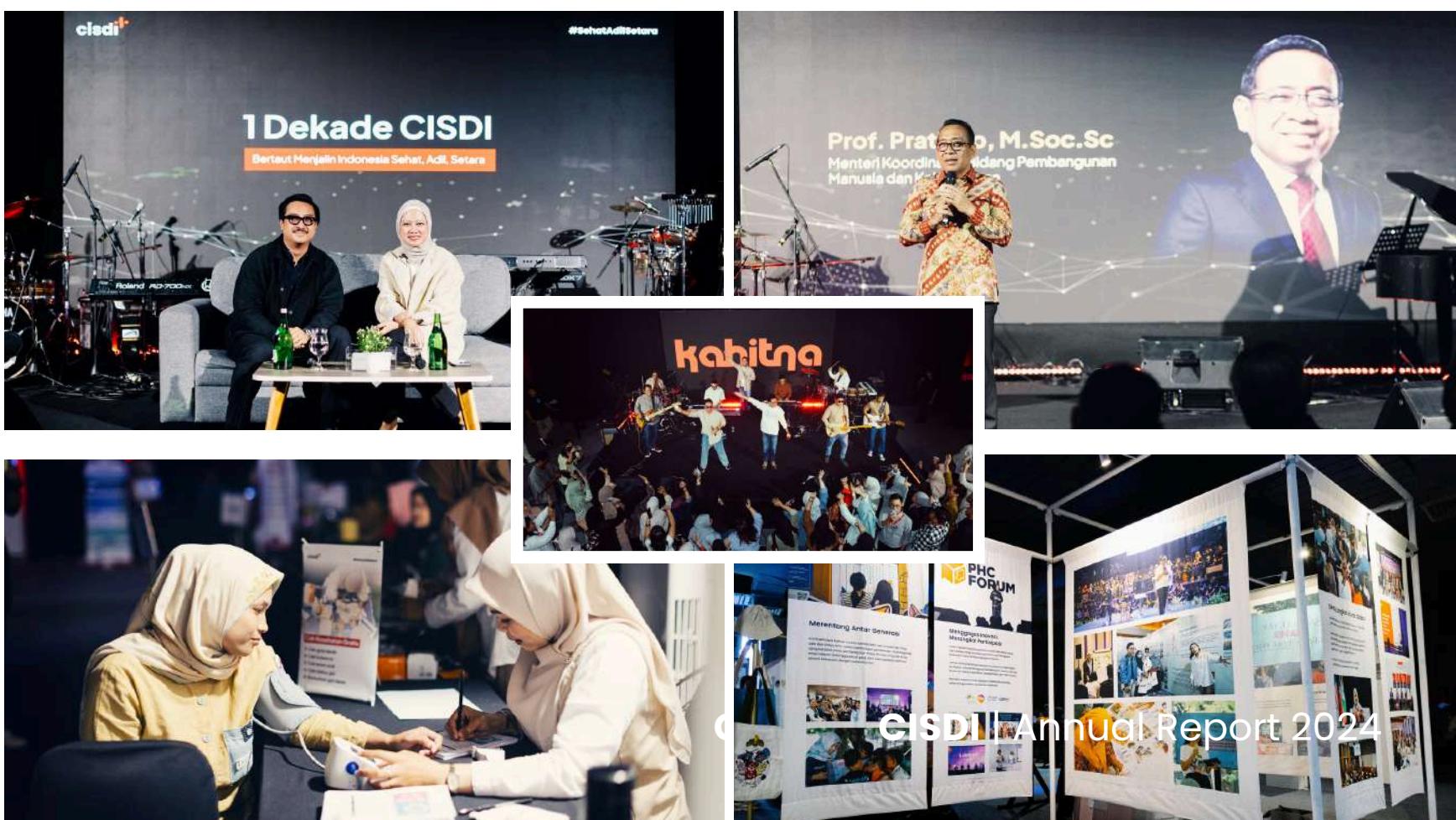
December 2024 marks CISDI's ten year journey in pursuing cross sectoral health development. Having the theme of "*Bertaut untuk Indonesia Sehat, Adil, Setara*" (Connecting for a Healthier and Equitable Indonesia" the celebration is not only a reflection of achievements, but also a confirmation to continue collaboration and growing with the community.

The celebration was held in December 2024 and involved all stakeholders that have been supporting the existence and growth of CISDI—from organizational partners, government institutions, media partners, to the entire CISDI team. The celebration includes a collaborative podcast with Makna Talks, *Anugerah Karya Jurnalistik* – an award to journalists who have consistently raised health issues, and a reception celebrating CISDI's journey and collaboration with its partners. Furthermore, the "*10 Thousand Steps on Car Free Day*" healthy walk activity was also held as an invitation to start a healthy lifestyle collectively.

The celebration also provided an opportunity to recognize the contributions of all who have worked together to create an advocacy ecosystem and health care services that support the community.

In her remarks at the pinnacle of the event, Founder and CEO of CISDI, Diah Saminarsih emphasized that a decade of CISDI is not just about the length of time, but also about the quality and consistency in advocating for an equitable health system. Diah emphasized the importance of strengthening the sustainability of the movement and expanding its impact through networks across issues, sectors, and generations.

Through this reflection, CISDI affirms the future direction: to become an organization that is increasingly open to public participation, expand learning across regions and sectors, and continue to oversee the transformation of Indonesia's health system with wider and more meaningful people participation. A decade has passed, and the journey towards a healthy, just, and equitable Indonesia continues—with the spirit of connection and collective action.



## Special Highlights

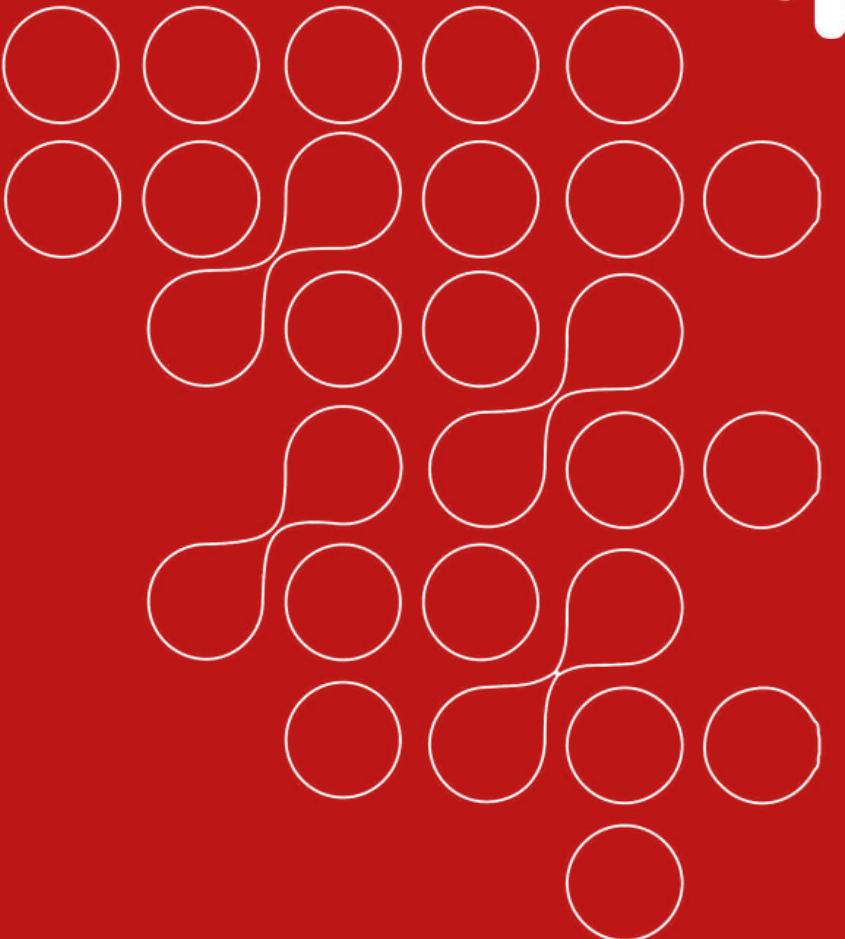
### Representing Indonesia in **The Lancet Global Health Commission**

In October 2024, Diah Saminarsih, Founder and CEO of CISDI, was selected as a commissioner of The Lancet Global Health Commission on People-Centered Care for Universal Health Coverage. This commission was established by The Lancet Global Health in collaboration with the Harvard Medical School Center for Primary Care. The 34 member commission has a mission to address gaps in evidence and practice to ensure that global health systems truly serve and intend to engage the populations. Moreover, the commission emphasizes the importance of partnerships and shared leadership with individuals who have direct experience in health systems. The commission's term is planned to run from October 2024 to September 2027, with the ultimate goal of publishing findings that could help reform global health systems to be more inclusive and responsive to people's needs.

By engaging a diverse range of multidisciplinary experts, including individuals with experience as health care providers, policymakers, researchers, civil society organizations, and private sector leaders, the commission is committed to promote people-centered health care and achieving equitable universal health coverage.

Diah's appointment to this commission will strengthen CISDI's dedication to driving the transformation of a health system that is more inclusive and responsive to community needs. Through this collaboration, CISDI contributes to global efforts to define, measure, and implement people-centered health care across contexts and income levels, and promotes true partnerships between health systems and communities.





# Research and Publications

Throughout 2024, CISDI produced various research and publications to broaden knowledge resources and provide a strong foundation for evidence-based advocacy in health sector development. This section presents selected research and publications, grouped by issue and topic of discussion.

# Primary Health Care Strengthening

## Research and Publication

# **A systematic review of the types, workload, and supervision mechanism of community health workers: lessons learned for Indonesia**

Community health workers (CHWs) have demonstrated the capability to help improve various health indicators, however, many programs require support in meeting their objectives due to subpar performance and a high rate of CHWs attrition. This systematic review investigated the types of CHWs, their workloads, and supervision practices that contribute to their performance in different countries. Implications for policy and practice in Indonesia is also outlined in the article.

 **Download**

## **Addressing vaccine hesitancy using local ambassadors: A randomized controlled trial in Indonesia**

In settings where resistance and rampant misinformation against vaccines exist, the prospect of containing infectious diseases remains a challenge. We conducted a door-to-door randomized information campaign targeted towards COVID-19 unvaccinated individuals in rural Indonesia. We recruited ambassadors from local villages tasked to deliver information about COVID-19 vaccines and promote vaccination through one-on-one meetings, using an interpersonal behavioral change communication approach. The overall vaccination take-up is quite moderate and that there are no differences in vaccination outcomes across the treatment groups. These results highlight the challenge of boosting vaccine uptake in late stages of a pandemic.

## Download

# **Essential healthcare services during the COVID-19 pandemic: A cross-sectional study of community needs and perspectives in West Java, Indonesia**

While issues in health care facilities during the COVID-19 pandemic have been widely discussed, little is known about health care service issues from community (demand) sides. This study aimed to identify community needs in the utilization of health care services and highlight the key roles and barriers that community health workers (CHWs) face in delivering community-based services during the pandemic. Our findings revealed that CHWs appear to have significant roles in delivering health services during this health crisis, hence, adequate support is needed to equip them in strengthening pandemic response.

## Download

## **Social isolation, economic downturn, and mental health: An empirical evidence from COVID-19 pandemic in Indonesia**

Indonesia's population has experienced social restriction and economic downturn during the COVID-19 pandemic which raised questions on how this predicament is associated with mental wellbeing. This study examined the association between social isolation and economic shock with an individual's mental health condition during the COVID-19 pandemic in Indonesia. A significant portion of respondents reported deterioration in mental health conditions during the COVID-19 pandemic, predicted partly by isolation and financial strain. This finding highlights the need for public health measures to address mental health crises during the pandemic, particularly to those affected by isolation and economic downturn.

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## Addressing vaccine hesitancy using local ambassadors: A randomized controlled trial in Indonesia<sup>a,b</sup>

Asad Islam <sup>a,b</sup>, Kuli Rinaldi <sup>a</sup>, Jaben Rezki <sup>a</sup>, Armand Sin <sup>a</sup>, Govanni van Empel <sup>c</sup>, Michael Spasojević <sup>a,b</sup>, Vivian Zences <sup>a,b</sup>

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Covid-19

### ABSTRACT

In settings where vaccine hesitancy and vaccine misinformation against vaccines exist, the prospect of countering this vaccine hesitancy is a challenge. Can delivery of information regarding the benefits of vaccination and the risks of not getting vaccinated change behavior? We conduct a two-day randomized information campaign targeted towards COVID-19 unvaccinated individuals in rural Indonesia. We recruit ambassadors from local villages to deliver the information. We compare the effect of a two-day information campaign delivered via one-on-one meetings, using an unmoderated behavioral change communication approach. To investigate the effect of the type of ambassador, we randomly vary the type of ambassador that delivers the information at the village level. We find that the overall vaccination rate in our study area and that there are no significant differences between the two types of ambassadors. These results highlight the challenge of boosting vaccine uptake in four stages of uptake.

### 1. Introduction

Vaccination is one of the most effective preventive health behaviors against infectious and other diseases. For example, a recent study estimates that vaccines prevent 20 million excess deaths attributed to the COVID-19 pandemic (Witter et al., 2022). However, constraints towards vaccines has been low in recent years (Eggers et al., 2020), exacerbating the COVID-19 pandemic.

<sup>a</sup> We are grateful to Gigihkyo Bintoro, Nenita Bintoro, Siti Sulisti, Hilda Siregar, Laris Pertiwi, Leon Tarmizi, Laili Rachmawati, Aisyah Yusni, and a team of moderators for research assistance. We thank Janggu, Rendra Purnama, and mentor participants at Maastricht University, Australia for their support. We are grateful to the Indonesian Ministry of Research and Higher Education (BRIN) for funding this research. We are grateful to the Indonesian Ministry of Research and Higher Education (BRIN) for funding this research. The study is part of a research project (AICT-000001), we received BRIN support from Maastricht University and the University of Indonesia.

<sup>b</sup> We are grateful to the Indonesian Ministry of Research, Technology and Higher Education (BRIN) for funding this research. The study is part of a research project (AICT-000001), we received BRIN support from Maastricht University and the University of Indonesia.

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# MENTAL HEALTH & PREVENTION



## Internal Research

### Immunization Challenges in Indonesia's Health System: A Rapid Community Assessment in Bekasi District and Depok City

This study aimed to evaluate the management of immunization for children under three and to identify challenges and opportunities from the health workers' perspectives, community health workers (CHWs), community leaders, and caregivers. A mixed-methods approach was employed using a questionnaire that combined both quantitative and qualitative items to facilitate a rapid assessment of the issues.

The data were collected between August 22 and September 15, 2024, across six puskesmas selected through purposive sampling based on their coverage rates for the pentavalent and measles-containing vaccines.

Our findings highlight both supply- and demand-side challenges influencing immunization coverage. These include vaccine shortages, limited health personnel, logistical and infrastructure challenges, and restricted service hours for vulnerable groups.

### Community Needs Assessment and Patient Journey Mapping in Accessing Primary Health Care in Indonesia

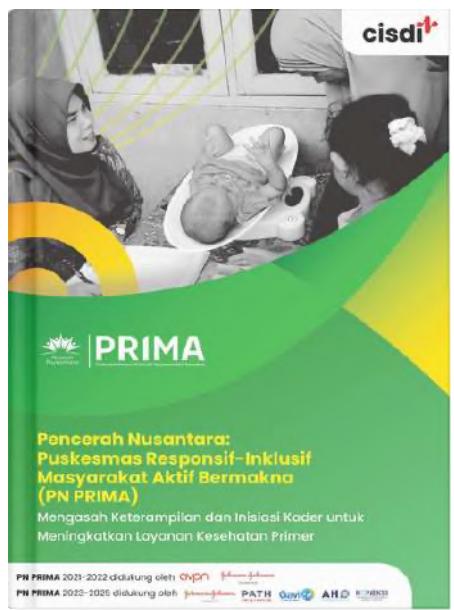
This mixed-methods study was conducted in four districts—Pidie, Garut, West Sumbawa, and Badung—focusing on assessing community needs and mapping patient journeys related to primary health care access in Indonesia. The study was developed using the **Pathways segmentation framework**, based on the 2017 Indonesia Demographic and Health Survey (IDHS). The objectives of the study were to: 1) Obtain a deeper understanding of women's overall health in Indonesia, particularly in relation to the accessibility of primary health care (PHC); and 2) Provide insights for digital-based solutions, through a series of proof-of-concept tests, aimed at improving access to and utilization of PHC among the most vulnerable women.

We identified opportunities by mapping which segments can be effectively reached through digital solutions and what vulnerability factors can be addressed. These findings are intended to support the design of more effective, targeted, human-centered, and innovative digital health interventions.

### Caregivers' Perceptions of Immunization for Children Under Five in Bekasi District and Depok City

This study explores individual perceptions that influence the decision to accept or refuse immunization. A mixed-methods approach was employed, involving interviews with caregivers of children aged 24–59 months across six PN-PRIMA puskesmas. Caregivers were selected based on their child's immunization status: fully immunized, partially immunized, or not immunized at all. The study utilized the **Health Belief Model (HBM)** as a conceptual framework to inform the development of key messages for the PN-PRIMA program, aimed at persuading caregivers to accept immunization.

## Program Report



### 2023 PN PRIMA Profile

*Pencerah Nusantara: Puskesmas Responsif-Inklusif, Masyarakat Aktif Bermakna (PN PRIMA)* is a program designed to improve primary health care that are responsive to the community needs, inclusive to vulnerable groups, and promoting more meaningful community engagement. PN PRIMA is managed by CISDI in collaboration with several puskesmas located in Bekasi District and Depok City, West Java.

This publication highlights the continuity and progress of PN PRIMA in 2023, during which the program design was further adapted to address evolving community needs—particularly in optimizing services related to nutrition, maternal and child health, and non-communicable diseases (NCDs). Through PN PRIMA, Kader PRIMA—community health workers engaged in the program—received training and were empowered to strengthen their role in delivering high-quality, comprehensive posyandu (community health post) services.

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### 2023 PUSPA Profile

*Puskesmas Terpadu dan Juara (PUSPA)* is a collaborative program between the West Java Provincial Government and CISDI aimed at strengthening primary health care. First launched in 2021, PUSPA was initially developed to support the COVID-19 pandemic response and to aid in the recovery of primary health care in West Java. In its early phase, the PUSPA program successfully expanded the accessibility to more adaptive COVID-19 services for residents across 100 community health centers (puskesmas).

This publication reviews PUSPA's continued progress in 2023, which was designed to optimize health care services across all stages of life, as reflected in its focus on nutrition, non-communicable diseases (NCDs), and immunization programs. With a strong commitment to scaling up the program's impact, this publication presents key lessons learned, best practices, and strategic approaches in the program management, which are compiled in the *Guide Book: Adoption, Contextualization, and Adaptation of the Puskesmas Terpadu dan Juara (PUSPA) Program*.

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# Health System Reform

## Research and Publication



### Main Volume: White Paper on Indonesia's Health Sector Development (2024-2034)

The White Paper: Indonesia's Health Sector Development (2024-2034) is an initiative to present a long-term vision and evidence-based policy direction for building a resilient national health system. Developed using a foresight approach and multi-stakeholder consultations, this document evaluates the condition of Indonesia's health system from the pre-pandemic period to the present. It also outlines future scenarios and operational recommendations across 12 thematic series.

Grounded in the principles of GEDSI (Gender Equality, Disability, and Social Inclusion) and Health in All Policies approach, this white paper is intended to serve as a strategic compass for guiding health sector development over the next decade—for government institutions, development actors, and the public.

 [Download](#)

### White Paper: Orchestrating Indonesia's Health System

In this thematic volume, CISDI's White Paper emphasizes health service delivery as the core of Indonesia's health system transformation. It examines six critical dimensions: continuity and integration, accessibility, availability and preparedness, efficiency and sustainability, service appropriateness, and quality.

Grounded in a system-thinking approach and the principle of people-centered care, this paper proposes a comprehensive reform agenda. It advocates for the strategic alignment of financing, governance, technology, and human resources to ensure that the health care services are equitable, resilient, and responsive to evolving community needs and future challenges.

 [Download](#)

### White Paper: Governance for Health - Beyond Policy, into Impactful Delivery

In this thematic volume, CISDI's White Paper addresses the challenges urgent reform needs in Indonesia's health governance, including weak inter-sectoral coordination and limited public engagement to fragmented implementation.

Using a foresight approach, the paper offers recommendations for building an inclusive and adaptive governance framework that support the realization of a resilient and equitable health system over the next decade.

 [Download](#)

### White Paper: Building Lives, Transforming Systems - The Path Forward for Indonesia's Human Resource for Health

This thematic volume explores strategies to strengthen human resources for health (HRH) as the cornerstone of Indonesia's health system. It highlights persistent challenges, including unequal distribution, gaps in education quality, and human resources planning that remains misaligned with population health needs. The publication offers a holistic approach from the production, distribution, to the effective utilization of health workers.

Supported by data and case studies, this White Paper calls for integrated, equitable, and sustainable reforms in HRH planning to accelerate progress toward universal health coverage.

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## White Paper: Invest Wisely, Execute Strategically, Achieve More: Indonesia's Pursuit of Universal Health Coverage

In this thematic volume, CISDI's White Paper explores strategic reforms to Indonesia's health financing system to advance universal health coverage (UHC). Through an in-depth analysis of structural challenges—such as limited fiscal capacity, fragmented funding schemes, and gaps in the JKN (National Health Insurance) contributions—this paper proposes a comprehensive reform agenda. It emphasizes the need to strengthen the core functions of health financing: revenue generation, pooling, and purchasing, alongside strengthening governance and accountability mechanisms. Using foresight and policy analysis approaches, this White Paper advocates for a health financing system that is sustainable, equitable, and responsive to Indonesia's evolving socio-economic landscape.

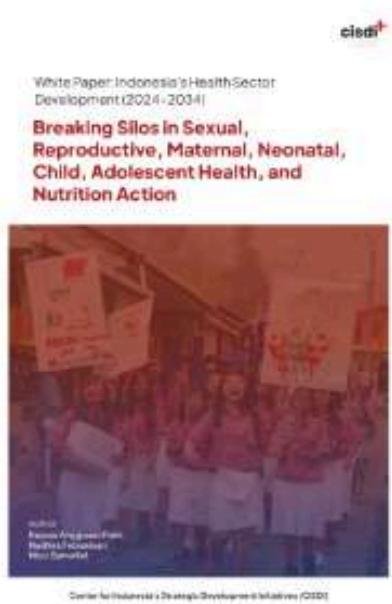
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## White Paper: Strengthening Health Security: Navigating Future Improvement

Gaps in detection capacity, preparedness, and response to health crises reveal critical weaknesses in Indonesia's health security system. This White Paper presents a critical review of Indonesia's performance across various global evaluation tools, while identifying key structural challenges—including fragile surveillance systems, limited cross-sectoral coordination, and restricted access to essential medical supplies. Amidst the urgent need to strengthen the One Health approach and promote more integrated responses, this publication proposes transformative pathways toward a more resilient, equitable, and cross-sector collaborative health system.

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## White Paper: Breaking Silos in Sexual, Reproductive, Maternal, Neonatal, Child, Adolescent Health, and Nutrition Action

Service inequities and policy fragmentation continue to obstruct progress in strengthening reproductive, maternal, newborn, child, and adolescent health and nutrition (RMNCAH+N) in Indonesia. Adopting a foresight approach and applying an intersectional GEDSI lens, this White Paper examines the structural and social barriers that limit equitable access to health care services for vulnerable groups. Amid prevailing sectoral silos and narrowly focused interventions, the document advocates for systemic reforms—positioning RMNCAH+N as a strategic entry point toward building a more inclusive, responsive, and equitable health system.

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## White Paper: No Time to Spare! Tackling Non-Communicable Diseases (NCDs) in Full Speed

Non-communicable diseases (NCDs) account for 8 out of 10 deaths in Indonesia, marking an urgent public health crisis that can no longer be overlooked. This White Paper exposes the root causes—from weak regulation of unhealthy product industries and insufficient investment in health promotion and disease prevention, to fragmented governance and data systems. It emphasizes the necessity of a cross-sectoral approach grounded in social vulnerability, particularly for women and other vulnerable groups. The paper offers a strategic framework and sets of recommendations to accelerate the transformation of Indonesia's NCDs control system into one that is equitable, inclusive, and sustainable.

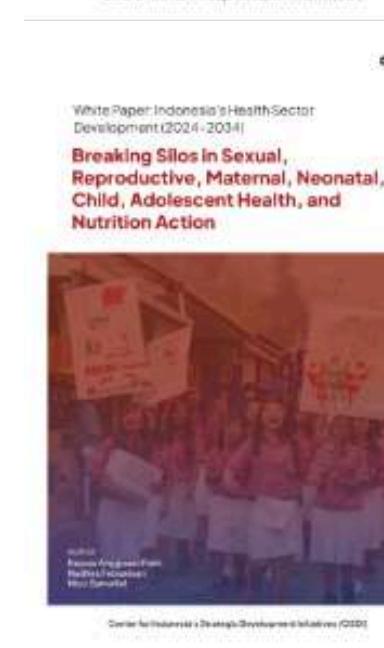
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## White Paper: Rethinking Indonesia's Global Health Strategy: Imperatives towards a Resilient National Health System

Amidst a global health governance landscape marked by inequality and shifting geopolitical dynamics, this publication critically examines Indonesia's current role—which has been more symbolic than strategic. Grounded in the principles of global equity and integrative diplomacy, this White Paper assesses Indonesia's global health strategy across three main pillars: governance, health diplomacy, and foreign policy. It offers forward-looking scenarios and a policy framework to strengthen Indonesia's position as a bridge between global priorities and national health needs. The paper underscores the critical role of civil society participation, institutional reform, and inclusive financing are essential to building a resilient national health system through a visionary and equitable global health strategy.

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## White Paper: Navigating 'Digital-in-Health' Pathways in Indonesia: Steps Towards Health Equity and Improving Health Outcomes

The post-pandemic acceleration of digitalization offers a unique opportunity to reshape Indonesia's health system. This paper emphasizes that efforts toward health digitalization will remain insufficient without systemic integration across governance, financing, human resources, infrastructure, and data protection. By adopting a digital-in-health approach, this white paper advocates for long-term structural transformation—ranging from regulatory strengthening and improved digital literacy to the development of a cross-sector innovation ecosystem—so that digital technology can serve as a true foundation for a resilient, inclusive, and equity-driven health system.

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## White Paper: Rebuilding Trust and Awareness: Strengthening Public Health Through Targeted & Inclusive Risk Communication

This publication explores how inclusive and evidence-based risk communication can foster public trust and strengthen public health responses in Indonesia. This theme highlights the critical importance of cross-sector collaboration, engagement with vulnerable groups, and the development of responsive communication systems. It advocates for a model of risk communication that is not only informative, but also participatory, equitable, and sustainable—especially in the face of increasingly complex health crises.

 [Download](#)



## Annex: Proposed Goal, Targets, and Indicators

This CISDI's White Paper presents a set of objectives, targets, and indicators that serve as a translation of the proposed recommendations and solution scenarios derived from the preceding analysis. These elements are designed to provide clarity and measurable direction for the implementation of the proposed solutions. By establishing these concrete components, stakeholders are expected to obtain a clear understanding of the intended outcomes and the mechanisms by which progress will be evaluated.

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## White Paper: Synthesising Health Research for Policy and Service Delivery: Where Do We Start?

Amidst the urgent need for health system transformation, this publication highlights the challenges and opportunities in developing a well-directed, collaborative, and policy-relevant health research governance and ecosystem. This theme sets forth strategic recommendations from the formulation of a national research roadmap and cross-sector data integration to the strengthening of institutional and human resource capacities. Its central focus is to bridge the gap between knowledge production and policy practice, in pursuit of more equitable, context-sensitive, and evidence-based health services.

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## Presidential Candidates' Health Promises: Anies, Prabowo, Ganjar Who Truly Prioritizes Public Health?

Health is often treated as a political option by policymakers, despite being a fundamental pillar of development. Frequently, it is sidelined in favor of an economic agenda. The fragility of Indonesia's health system during the COVID-19 pandemic had significant consequences for broader development, particularly the economy. At the same time, health is frequently used as a campaign promise by politicians. As a basic need for all citizens, health programs and policies proposed by candidates can significantly influence voters' choices.

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## Phase One of the Nutritious Meal Program Review: Examining Objectives, Budget, and Governance

The Free Lunch or *Nutritious Meal Program* (MBG), proposed by the Prabowo-Gibran presidential candidate, has been formally included in the 2025 budget planning process. At the time of writing, the Ministry of Finance, the Coordinating Ministry for Economic Affairs, and the Prabowo-Gibran transition team had allocated an initial budget of IDR71 trillion for the first phase of implementation in 2025. The scale of the proposed funding and the potential impact of the program have sparked public debate. Given the public nature of state budgets and policy decisions, such initiatives must be subject to transparent scrutiny and accountability by policymakers. Recognizing the importance of this issue, CISDI has launched a multi-phase policy review of the MBG program. This document constitutes the first policy paper in the series, focusing on the program's objectives, financing, and governance framework. In this first instalment, CISDI offers an in-depth analysis and strategic recommendations on (i) the intended targets and objectives of MBG, (ii) the budgetary requirements, and (iii) the governance mechanisms necessary for its effective implementation.

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## Amendments to the International Health Regulations (2005) Adopted: What Comes Next?

On June 1, 2024, amendments to the International Health Regulations (2005) (IHR) were adopted at the 77th World Health Assembly (WHA). The IHR is a legally binding multilateral agreement that defines the global architecture for health emergencies, preparedness, response, and resilience. These amendments signify a critical step in strengthening global Pandemic Preparedness, Prevention, and Response (PPPR), including Indonesia. The revised IHR also promotes the finalization of the Pandemic Agreement, which aims to enhance global public health protection.

In the context of ongoing negotiations toward the Pandemic Agreement, the Center for Indonesia's Strategic Development Initiatives (CISDI) has analyzed the IHR amendments to highlight key actions the Indonesian government should prioritize following the WHA. This analysis also provides recommendations that may be considered by Indonesia's representatives during the Pandemic Agreement negotiations.

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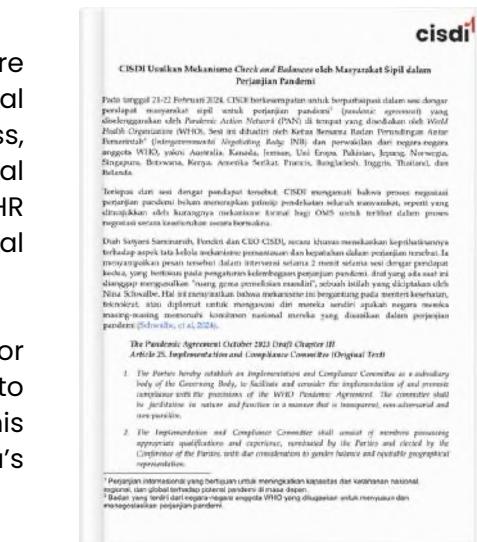
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## Civil Society Policy Memo for the 77th WHA

Representatives from various countries gathered in Geneva, Switzerland, for the 77th World Health Assembly (WHA) to negotiate the Pandemic Agreement, revise the 2005 International Health Regulations (IHR), and evaluate the achievement of Universal Health Coverage. In the following document, Indonesian civil society organizations gathered and summarized their recommendations for the Indonesian government delegation.

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## CISDI Proposes Civil Society Check-and-Balance Mechanism in the Pandemic Agreement

This policy brief represents CISDI's intervention during the civil society hearing session on the Pandemic Agreement, organized by the Pandemic Action Network (PAN) and hosted by the World Health Organization (WHO) on February 21–22, 2024. The proposal highlights the importance of institutionalizing civil society's role in ensuring transparency, accountability, and democratic oversight in the negotiation and implementation of the Pandemic Agreement.

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## Factsheet on the Derivatives Regulation of the Health Law: Safeguarding the Strategic Direction of the National Health Master Plan

This policy brief is the result of CISDI's analysis of the Government Regulation draft which is derived from the new Health Law. Developed by aligning the draft with relevant academic literature, it aims to ensure that the National Health Master Plan remains aligned with public health priorities and is optimized to serve the public interest.

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# Social Determinants of Health

## Research and Publication

Maret 2024


 cisdi  
 Indonesian Institute  
 Development Studies

## Estimasi Dampak Kesehatan dan Ekonomi dari Cukai Minuman Berpemanis dalam Kemasan terhadap Beban Diabetes Tipe 2 di Indonesia



# Estimated Health and Economic Impacts of Sugar-Sweetened Beverage Excise on the Burden of Type 2 Diabetes in Indonesia

This study highlights the potential health and economic benefits of implementing a sugar-sweetened beverage (SSB) excise in Indonesia. Using a modelling analysis, the study projects the health and economic impacts of SSB excise on the burden of type 2 diabetes mellitus (T2DM) in Indonesia over the period 2024–2033. A 20% increase in the retail price of SSBs is used as a proxy for the excise in this simulation.

The findings suggest that the implementation of SSB excise would significantly reduce the incidence and mortality rates of T2DM over a 10-year period. In addition, the Indonesian government could save up to IDR40.6 trillion in potential economic losses due to T2DM, underscoring both the fiscal efficiency and public health value.

## Download

## **Crowding out effect of tobacco consumption in Indonesia**

Tobacco consumption is pervasive in Indonesia, with 6 out of 10 households in the country consuming tobacco. Smoking households, on average, divert a significant share (10.7%) of their monthly budget on tobacco products, which is higher than spending on staples, meat or vegetables. This study aims to estimate the crowding-out effects of tobacco spending on the expenditure of other goods and services in Indonesia. The analysis shows that the crowding-out effects of tobacco are observed across low-income, middle-income and high-income households. Our simulation suggests that reducing tobacco expenditure will increase household spending on essential needs.

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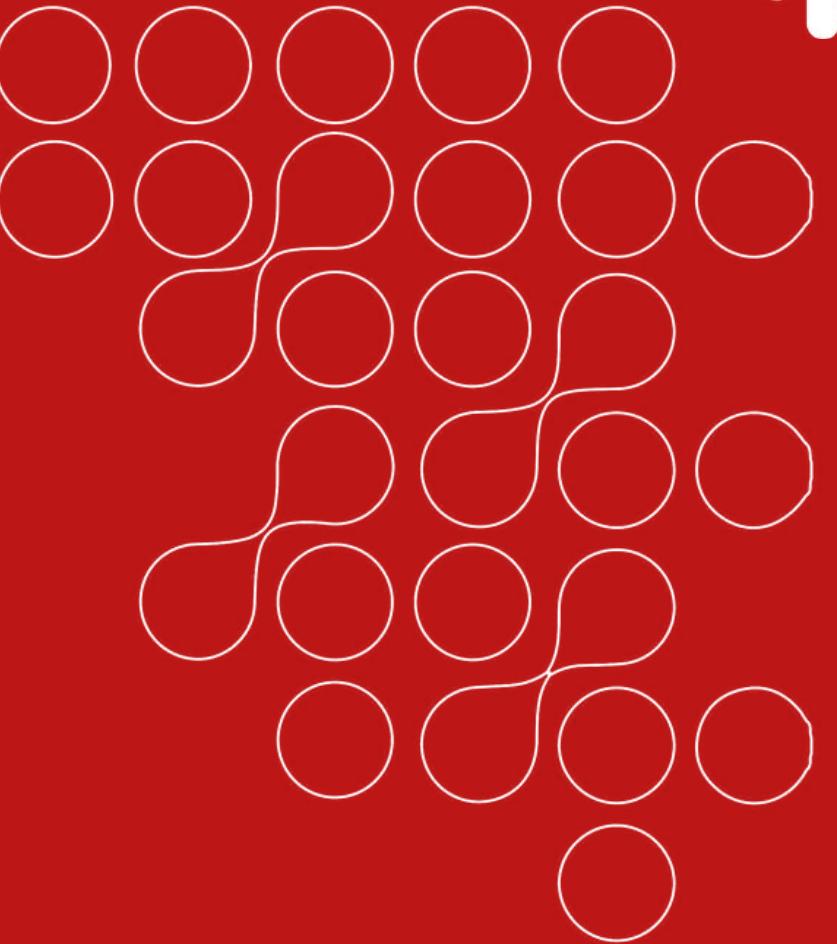
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## **The Impoverishing Effect of Tobacco Use in Indonesia**

Smoking households in Indonesia diverted a significant share of their budget to tobacco. Tobacco expenditure is deemed unproductive, as it crowds out resources from essential commodities and increases health care expenditure driven by tobacco-induced diseases. Therefore, despite having adequate resources, some smoking families in Indonesia may spend less on basic needs, which inadvertently puts their standard of living below the poverty line.

## Download



# CISDI in the Public Sphere

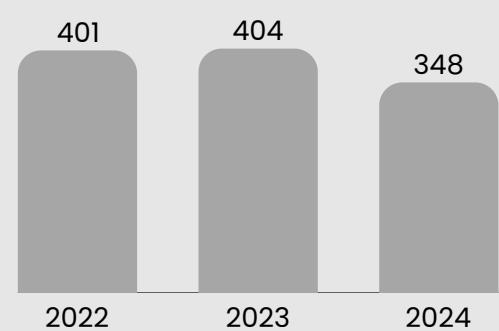
We actively promote public participation and stakeholder engagement through various forms of interaction that create dialogue spaces on health-related issues. As part of our broader strategy to build collective health awareness, this section showcases initiatives that involve diverse actors in the public domain.



# Media Activity Summary

Throughout 2024, CISDI was featured in numerous media as an organization that is committed to research, advocacy, and health intervention programs. A total of 348 media reports were recorded and mentioned CISDI during this period, alongside 54 interview requests. Most of the coverage highlighted CISDI's policy advocacy efforts—particularly on issues such as tobacco control, sugar-sweetened beverage (SSB) excise, the Government Regulation on Health, and the Nutritious Meal Program (MBG).

Trend in CISDI Related News Coverage



Over the past three years, the number of news articles related to CISDI has shown a relatively stable trend. In 2022, there were 401 articles, increasing slightly to 404 in 2023 the highest figure in this period.

In 2024, the number of CISDI-related articles declined by 13% to 348. This fluctuation reflects the dynamics and momentum of issues brought into the public sphere.

Most of CISDI's public communications were delivered through dialogue between media and CISDI via online and offline exclusive interviews, public discussions, media roundtables, press conferences, and official statements. To strengthen engagement with media outlets, we implemented a range of media relations strategies. One of the key approaches was ensuring that every major CISDI agenda featured components specifically tailored for journalists.

Attention to sensitivity and detail also remained a priority in all media-related activities. Starting to ensure that every public event had a strong message and had a clear objective especially when strategic stakeholders i.e. government representatives were involved in advocacy-related agendas.

These often took the form of doorstop interviews at pre-arranged times and locations. In addition, CISDI's positions and key milestones were communicated through widely circulated press releases and media statements.

Beyond news coverage, another notable achievement was the publication of six opinion articles (op-eds) in national media channels. Initiated and written by staff from various departments, with editorial support from our Media Team. Through op-ed writing, the Media Team provided a platform for CISDI staff to articulate ideas, perspectives, and institutional positions in response to current public discourse.

This year we continued *Anugerah Karya Jurnalistik* – an award to journalists who have consistently raised health issues— with strategy to attract a large number of audience and nominee. In addition to issuing an open call for entries through public announcements, a headhunting approach was used to identify potential journalistic works. Together, these methods proved highly effective, resulting in a total of 214 submissions for the second annual journalism award program.

## CISDI Media Activity in Numbers

348

Media reports related to CISDI

15

Press releases

33

Dedicated LinkedIn contents



3  
Training (Spokesperson, op-ed training, and SEO)

6

Opinion articles (op-eds) published in national media

214

Works Submitted to the 2nd *Anugerah Karya Jurnalistik*

+ 9%

Average monthly growth in LinkedIn followers

32

Published interview requests



# Summary of Digital Communication Activities

Social media has proven to be a powerful tool for amplifying CISDI's vision of "*Building a Healthy and Equitable Indonesia*". Its ability to reach broad audiences makes it a vital component in driving the impact of our campaigns over the past decade.

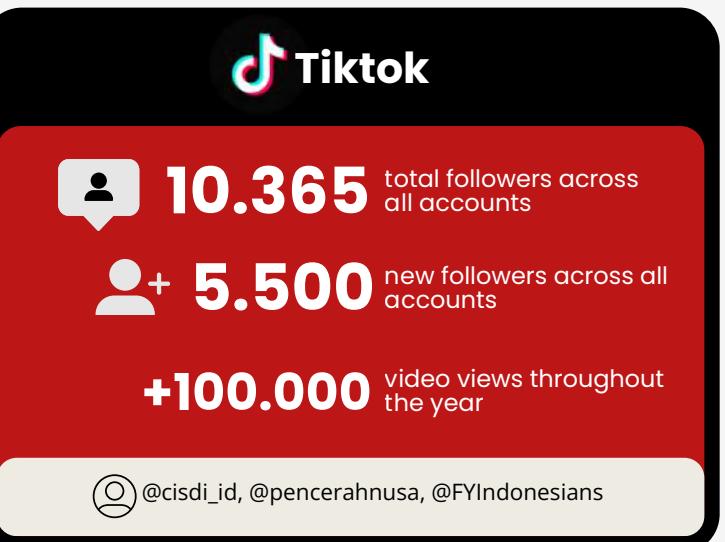
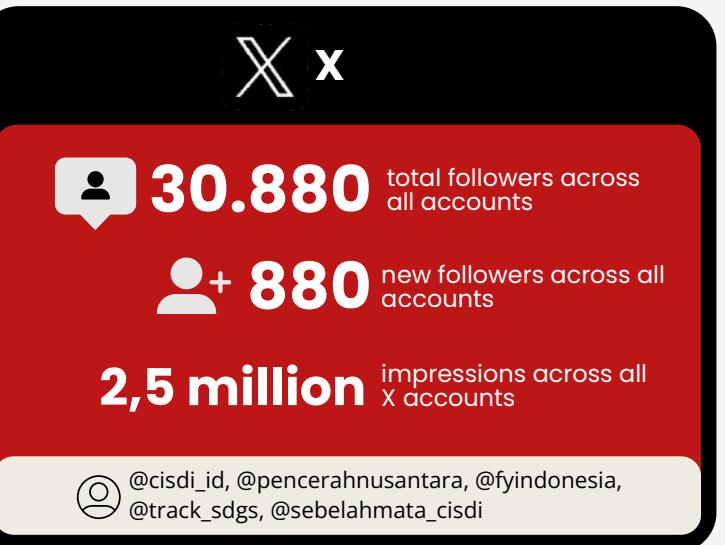
By sharing health messages on social media, we can reach people who may no longer consume traditional media, enabling more equitable and comprehensive information dissemination. This helps communities better understand the importance of maintaining both personal and public health.

In 2024, we maximized our campaigns on Instagram, X (formerly Twitter), and LinkedIn, while also strengthening our presence on TikTok to highlight health policy issues. On X, we used the platform's blue checkmark verification to expand audience reach.

One of our key challenges was translating complex public health research into content that is engaging and easy to digest. To address this, we used pop culture references—from films and music to relatable memes—and featured stories from CISDI staff and insights from our research, particularly on LinkedIn.

As a result, CISDI's Instagram account achieved an average monthly follower growth of 2.58%—a 43% increase compared to 2023's 1.8%. Instagram content reached 4.4 million accounts, while TikTok videos garnered over 526,000 views. These results demonstrate that our 2024 social media strategy successfully boosted both engagement and audience reach.

## CISDI Social Media Activity by the Numbers





## Public Forums

In addition to media engagement, we organized a series of forums and discussions to deepen and strengthen the public discourse on health. Throughout 2024, CISDI achieved the following milestones:

### 6 Social Media Discussion Forums



- X Space CISDI - *"BISIK: Wise Biar Gak Waste"* or *"BISIK: Be Wise So You Don't Waste"*
- X Space CISDI - *"Sayang Anak, Sayang Anak, Padamkan Rokokmu"* or *"Love Your Child, Love Your Child, Put Out Your Cigarette"*
- X Space CISDI - Healthy Regional Head Election #1 *"Ngobrolin Janji Kesehatan Cakada: Janji Berobat Gratis, Mungkinkah?"* or *"Discussing Health Promises of Regional Head Candidates: The Promise of Free Medical Treatment, Is It Possible?"*
- CISDI X Space in Collaboration with CTFK - *"Kami Putra dan Putri Indonesia, Ingin Harga Rokok Semakin Mahal"* or *"We, the Youth of Indonesia, Demand Higher Cigarette Prices"*
- X Space CISDI - Healthy Regional Head Election #2 *"Krisis Iklim Bikin Krisis Pangan"* or *"Climate Crisis Causes Food Crisis"*
- Instagram Live - *"Melokal Dengan Sehat-Keren Tanpa Pemanis"* or *"Being Local and Healthy - Cool Without Sweeteners"*

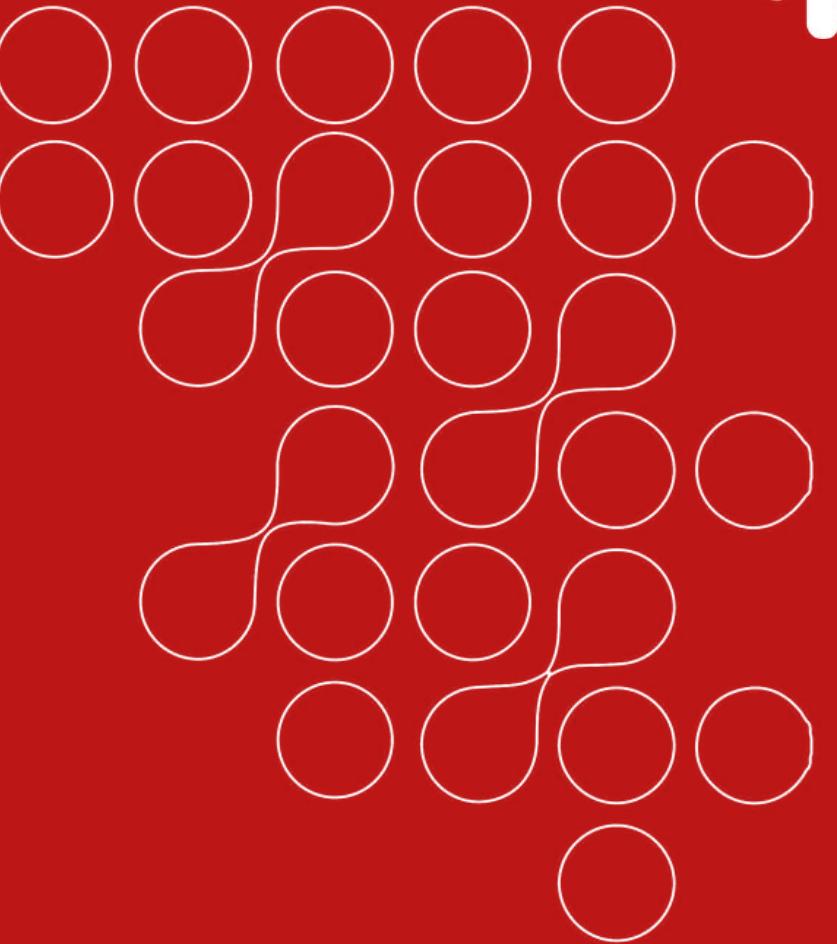
## 23 Public Discussions



**3.320** audiences

including:

- KBR Public Discussion - *"Bahaya Mengintai di Balik Manisnya Makanan Bayi dan Anak"* or *"Danger Lurks Behind the Sweetness of Baby and Child Food"*
- CISDI Goes to Campus UHAMKA - *"Si Manis Jembatan Penyakit"*
- Workshop for Young Indonesians 2024
- Health Inc - *"#KerjaAmanSamaKawan: Membangun Budaya Positif Gender"* or *"#KerjaAmanSamaKawan: Building Gender-Positive Culture"*
- Second Dissemination of White Paper: Indonesia's Health Sector Development 2024-2034
- Three CISDI's Side Events in the 79th UNGA, New York
- Press Conference - *"Mendukung Kenaikan Tarif Cukai Rokok"* or *"Supporting The Increase in Cigarette Excise Tariff"*
- Press Conference - *"Bedah Prioritas Kesehatan 100 Hari Pertama Prabowo-Gibran"* or *"Dissecting Health Priorities of The First 100 Days of Prabowo-Gibran"*
- CISDI Goes to Campus UNHAS - *"It's Okay to Not Be Okay: Bikin Ruang Nyaman di Kampus Kita"* or *"It's Okay to Not Be Okay: Creating a Comfortable Place in Our Campus"*
- CISDI Goes to Campus UNUD - *"Billboard of Lies: Kenapa Branding & Iklan Rokok Buramkan Indonesia Emas?"* or *"Billboard of Lies: Why Cigarette Branding & Advertisement Blurring Indonesia's Golden Age?"*
- Health Inc x Monash University Indonesia - *"Empathy & Empowerment: Beri Dukungan, Bukan Penghakiman"* or *"Empathy & Empowerment: Give Support, Not Judgment"*
- DPREmaja 3.0 Public Hearing - *"Sehat Kota Kita, Nyaman Rumah Kita"* or *"Healthy Our City, Comfortable Our House"*
- Celebrating One Decade of CISDI (Podcast with Makna Talks, Surprise Clinic Segment, Journalism Awards, Reception Night)
- Press Conference - *"Salah Langkah 100 Hari Pertama Prabowo-Gibran: Sikap Masyarakat Sipil Karena Cukai Rokok Tidak Naik"* or *"Prabowo-Gibran's First 100 Days of Missteps: Civil Society Responds to Constant Cigarette Excise"*



# Our Partners

CISDI believes that sustainable and impactful change can only be achieved through meaningful collaboration. In 2024, this belief came to life through a diverse ecosystem of partnerships—ranging from donor institutions, community groups, and media, to the private sector and local governments. Each partner played a strategic role in broadening the reach of our programs, strengthening the legitimacy of our advocacy, and enriching the process of collective learning.

This section celebrates the breadth of collaborative efforts undertaken throughout the year—an acknowledgment of our partners' invaluable contributions in advancing the vision of a healthier and more equitable Indonesia.



# Primary Health Care Strengthening



## Gates Foundation



The Johnson & Johnson Foundation is a philanthropic organization committed to improving health outcomes across all ages and life stages by combining empathy, science, and ingenuity to fundamentally shift the trajectory of human health. In partnership with Johnson & Johnson, CISDI develops transformative interventions and drives discourse on strengthening primary health care services through meaningful and evidence-based empowerment of community health workers at posyandu.

PATH is an international organization committed to advancing health equity so that all people can thrive. In collaboration with PATH, CISDI co-hosted the Competence Forum on the topic: People-First! Transforming Primary Health Care Systems to be Responsive & Client-Centered: The Role of Design Thinking, Partnerships, and Innovations at the PHC Forum 2023. This partnership continues in 2024 through a Gavi-supported program to improve immunization coverage in low- and middle-income countries (LMICs), including Indonesia, Ukraine, and Vietnam. Together with PATH, CISDI is developing immunization monitoring tools and strengthening the capacity of the Family Welfare Movement (PKK).

The collaboration between CISDI and Gavi Alliance/Global Impact through the VaxSocial Fund aims to harness the power of social media to boost vaccine acceptance in Indonesia, particularly in regions with low children immunization rates. This program goes beyond digital technology by integrating direct community engagement, reflecting a holistic approach to overcome public health challenges.

The Gates Foundation is currently developing a strategic investment plan to support the digital transformation of health services in Indonesia. As a key partner, CISDI is responsible for essential preparatory effort prior to the intervention phase. This includes facilitating field observations in selected provinces to conduct an initial assessment of public perceptions toward digital health services.

In collaboration with KONEKSI, CISDI is developing the second iteration of the Pencerah Nusantara web-based application. This version is designed to support community health workers at posyandu and primary health care workers in providing health services to communities aligned with clinical management standards and the principles of Gender Equality, Disability, and Social Inclusion (GESDI).

## Co—Impact



Co-Impact is a global collaborative organization dedicated to advancing systemic change that is inclusive, gender-equitable, and led by women, through grantmaking and influencing philanthropy. Through the PN PRIMA initiative, CISDI received a Design Phase grant aimed at improving access to and the quality of primary health care services in Indonesia. By empowering over 800 community health workers, the initiative seeks to enhance the well-being of more than 18,000 individuals, including pregnant women, children under five, and other community members.

The Scaling Up Nutrition (SUN) Movement is a coordinated effort to address all forms of malnutrition through a multisectoral approach. Collaboration among government, civil society organizations, the private sector, development partners, and academia is a defining characteristic of this movement. CISDI serves as a Steering Committee member of the SUN CSA (the national-level SUN Civil Society Alliance). This network connects 29 civil society organizations that focus on improving nutritional status, including stunting prevention in Indonesia. In 2024, CISDI, together with Nasyiatul Aisyiyah, assumed the roles of lead and co-lead of SUN CSA, carrying the added responsibility of advancing the vision and mission of health development in the areas of maternal and child health (MCH), reproductive health, and nutrition.

STAND-Indonesia aims to improve public health in Indonesia by enhancing equitable access to sustainable and evidence-based treatment for depression and anxiety. CISDI collaborates with STAND-Indonesia to empower Indonesian communities to access basic mental health services.

CISDI, in collaboration with PT Dwi Mitra Adhiusaha, supports the strengthening of preventive and promotive health efforts by distributing educational media for posyandu and performance support tools for community health workers in six areas of Bekasi Region and six areas of Depok City—intervention sites for the PN PRIMA program. Additionally, CISDI conducted a needs assessment for capacity building among health workers and community health workers in PT Dwi Mitra Adhiusaha's operational area in Natai Baru Village, North Mentaya Hilir Subdistrict, East Kotawaringin, Central Kalimantan, to support the resolution of priority health issues in the region.



# Policy Advocacy and the Social Determinants of Health



**Bloomberg Philanthropies**

In partnership with the Campaign for Tobacco-Free Kids (CTFK), a grantee of Bloomberg Philanthropies, CISDI has been advocating for increased tobacco excise in Indonesia since 2015. Between 2021 and 2022, this partnership expanded to include opportunities for the involvement in smoking cessation programs in collaboration with WHO Indonesia. Beyond excise, the advocacy efforts have continued through evidence collection, youth engagement and awareness campaigns, as well as high-level meetings with key policymakers. These initiatives are part of CISDI's long-standing commitment to promoting a healthier public policy environment and reducing the burden of non-communicable diseases in Indonesia.



Since mid-2021, the Global Health Advocacy Incubator (GHAI) has been a key partner in designing CISDI's advocacy strategies related to the regulation of health-risk products. Focusing particularly on the control of sugar-sweetened beverages (SSBs) consumption—which contributes significantly to the number of diabetes and obesity patients—GHAI and CISDI have collaborated to strengthen evidence-based advocacy through policy studies, content analysis, and media engagement.



**JOHNS HOPKINS  
UNIVERSITY**



Healthier People.  
Stronger Economies.

Since 2017, CISDI has partnered with Economics for Health (formerly Tobaccconomics) to support research initiatives on tobacco control. Economics for Health, based at Johns Hopkins University, provides research grants to organizations committed to advancing health economics studies. In collaboration with Economics for Health, CISDI has conducted studies that analyze the economic impact of tobacco. These include research on the burden of smoking on the National Health Insurance (JKN), the macroeconomic effects of tobacco excise increases in Indonesia, the influence of increasing cigarette price on smoking cessation behavior, and a survey estimating the scale of illicit cigarette trade.



## Media / Media-Based Organization

CISDI collaborates with various media platforms to expand the reach of information and strengthen evidence-based advocacy. These media partners are not limited to conventional or commercial platforms, but also include independently managed alternative media. We also engage with journalist communities and media companies to foster long-term collaboration. These partnerships have resulted in a diverse range of communication products, from collaboration in social media posts, short videos, to podcasts.

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## Local Governments

CISDI collaborates with local governments to strengthen programs and initiatives on the ground. In Depok City and Bekasi District, the PN PRIMA program collaboration focuses on strengthening primary health care services, empowering community health workers, and implementing interventions in maternal and child health (MCH), noncommunicable diseases (NCDs), child nutrition, and immunization. In West Sumbawa District and Garut District, CISDI supports local government officials in strategic planning using the SRMNCH+N framework and encourages civil society engagement. In Jakarta, the Provincial Government and the Jakarta Health Office supported CISDI in organizing the 2024 Primary Health Care Festival.





## Institutions, Organizations, and Communities

CISDI collaborates with a wide range of institutions to widen the reach of information and strengthen evidence-based advocacy. Various CISDI initiatives such as Health Inc and PHC Fest—have also received support from these institutions as community partners. Their involvement varies from co-organizing events and hosting open booths to promoting the activities across their respective social media channels.





# Financial Accountability

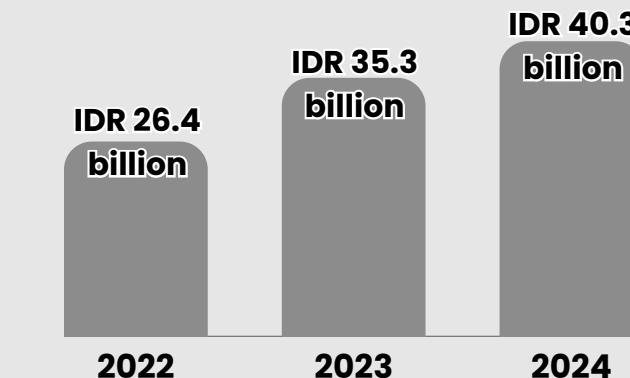
## 2024 Financial Management Summary

In 2024, CISDI managed a total fund of **IDR40.3 billion**. Of this amount, **65%** was allocated for operational management, while **35%** was allocated for program and project implementation.

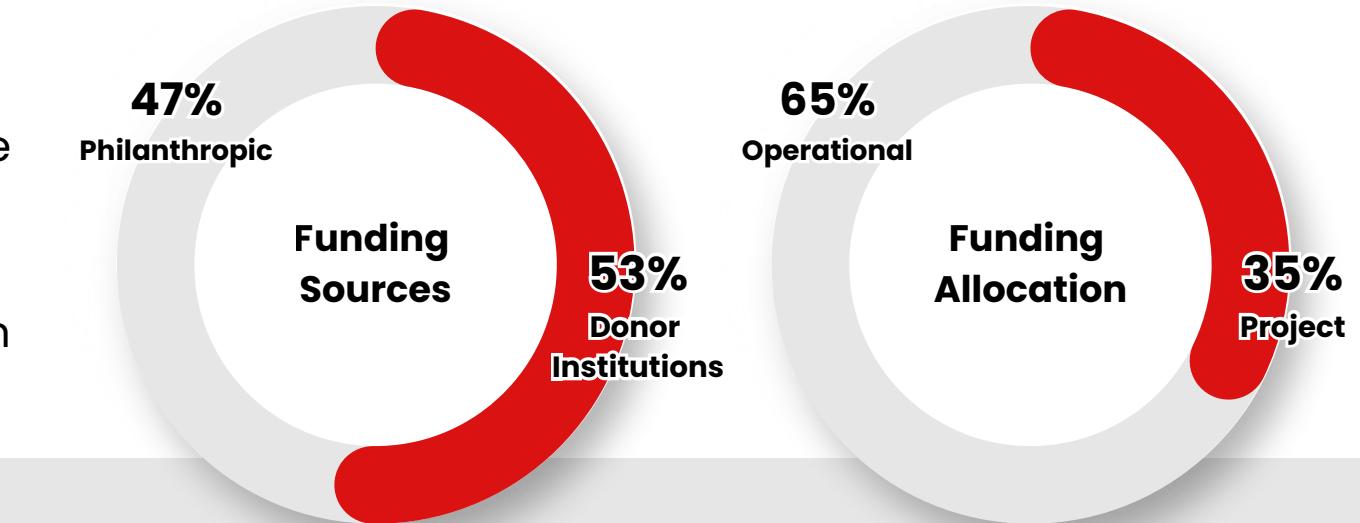
Within project/program fund management, **53%** of the funding were sourced from donor institutions, and **47%** came from philanthropic sources.

A summary of CISDI's 2024 fund management is illustrated in the chart below.

**CISDI Fund Management Trends**



Over the past three years, CISDI has maintained fund management between IDR 26–40 billion. In 2024, total managed funds grew by 16.6% from the previous year. This stability reflects our partners' trust and long-term commitment, as well as CISDI's accountability and effective financial management in supporting operational goals.



## Audit Results on CISDI's 2024 Financial Statements

To ensure financial accountability, CISDI conducts annual audits of financial statements by an independent auditor. These audits have been carried out consistently every year since 2018. From 2018 to 2024, the audit results of CISDI's [Financial Statements](#) have consistently received an **Unqualified Opinion**.

The independent auditor issued an unqualified opinion, as no material misstatements were identified in the overall presentation of CISDI's Financial Statements. CISDI's financial processes and reporting have been prepared in accordance with the applicable accounting principles in Indonesia, namely the Financial Accounting Standards (SAK).



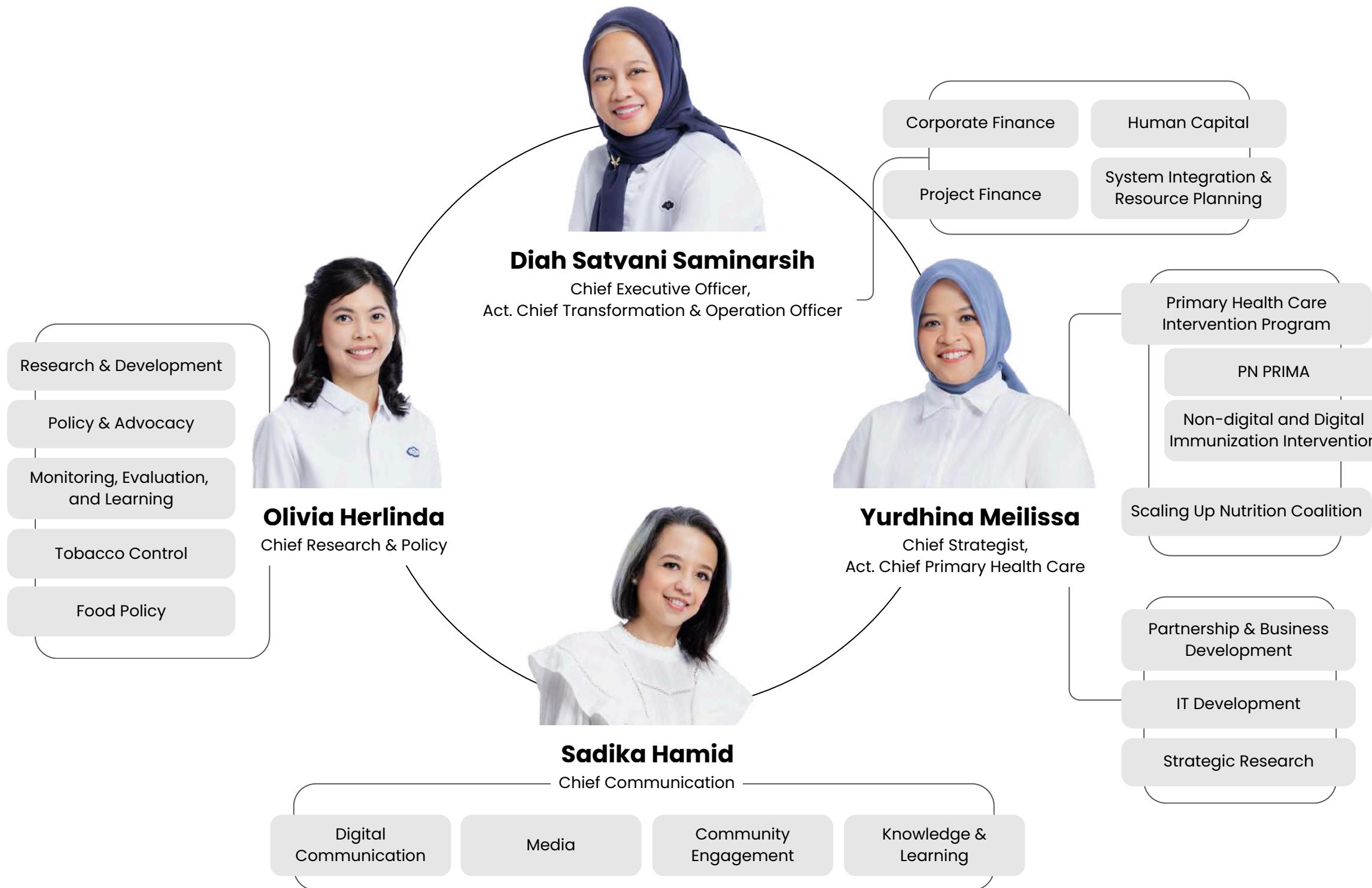
# ***Life at CISDI***

CISDI is committed to creating a supportive and growth-driven work environment. With a multidisciplinary team of experts, we strive to ensure that our workplace is safe, inclusive, and participative, enabling every individual to thrive.



# Organizational Structure

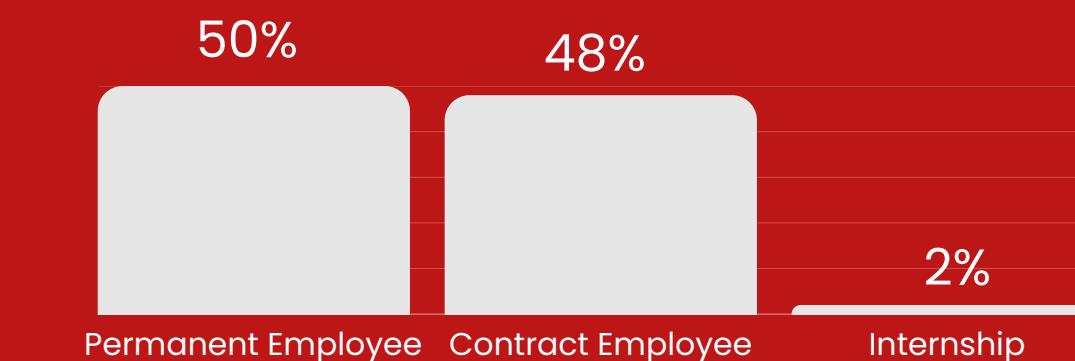
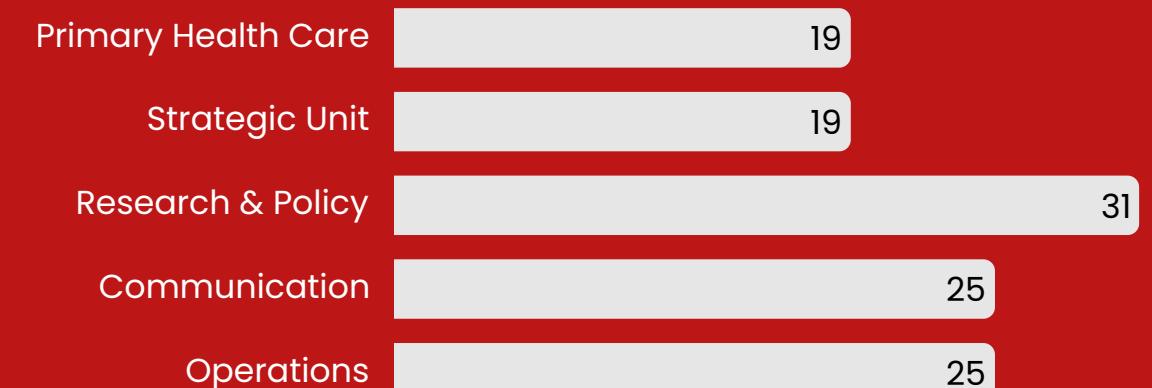
CISDI is currently structured around four core organizational functions: Primary Health Care, Strategic Unit, Research & Policy, Communications, and Operations.



# CISDI Team Demographics

As of 2024, CISDI employs 119 staff members, with 50% holding permanent employment status.

## Division & Number of Employees



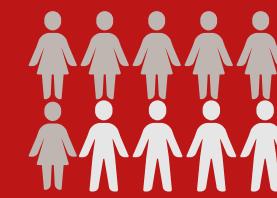


## Inclusive and Growth-Oriented Workplace

CISDI is progressing toward becoming a gender-transformative organization. To support this vision, we are developing a work ecosystem grounded in a commitment to recognizing and advancing equality—both in daily practices and in the outcomes of our work. These efforts include staff capacity building and the implementation of internal policies that accommodate the full potential of individuals—regardless of gender, generation, or academic background.

**67.2%**

of CISDI employees are women



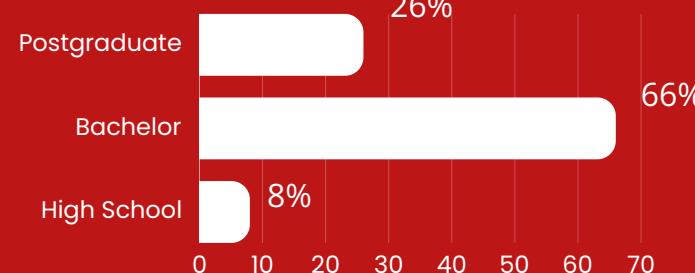
**68%**

68% or 17 out of 25 of the Leadership Team (Chief, Manager, and Lead) are women

### Age Range



### Educational Background



## Being a Finalist for Employer Brand Award at the LinkedIn Talent Awards 2024

CISDI's commitment to fostering a supportive and growth-oriented work environment earned recognition on a professional stage. In 2024, CISDI was selected as the finalist for the LinkedIn Employer Brand Award in the category of organizations with fewer than 1,000 employees. Notably, CISDI was the only non-profit organization among the finalists. The evaluation was based on content management, followers growth, and brand appeal among job seekers.



This achievement goes beyond successful digital media management—it reflects a collaborative and inclusive culture where everyone is encouraged to grow and contribute. Upholding the values of inclusivity, diversity, and equity, CISDI shows that a progressive workplace can attract not only communities but also young professionals eager to create meaningful impact.

## Galeri Transformasi CISDI



## Organizational Transformation

In celebration of our tenth anniversary, we launched the **"CISDI Transformation"** agenda in 2024—an internal initiative designed to comprehensively strengthen the organization's structure, processes, and work culture to become more effective, efficient, and well-prepared for long-term growth.

This transformation is driven by the need to address internal challenges that have emerged alongside CISDI's rapid expansion over the past four years, as well as to anticipate a new growth curve marked by an increase in program portfolios, collaborative opportunities, and the demand for more robust institutional capacity. Officially launched in August 2024, the phase transformation is expected to be completed by the end of 2025.

**CISDI Transformation agenda covers eight key areas, including:**

### Dual Career Track

Supporting individual potential through two career paths: technical expertise and leadership.

### Finance

Enhancing the quality of financial systems to become more integrated and efficient in supporting the organization's operational scale-up.

### Human Capital

Establishing more efficient human resource management through clear career development and a better working ecosystem.

### Internal Communications

Ensuring that internal communication effectively supports organizational growth and connects all elements of the organization.

### Knowledge Management and Adhoc Projects

Promoting strong knowledge management practices and focused attention on ad hoc projects to improve organizational agility.

### Project Management

Restructuring project management to ensure sustainability and improve the quality of impact.

### Strategy and Resource Planning

Developing strategic and resource planning mechanisms that foster organizational growth, expand impact, and ensure effective leadership.

### System Integration

Strengthening operational workflows and system infrastructure through integration and enhanced internal data/information security.



Center for Indonesia's Strategic  
Development Initiatives

[www.cisdi.org](http://www.cisdi.org)

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