



Small Steps, Big Impact

KEJORA

STRATEGIC PLAN



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1. Foreword

Over the past years, Kejora Karimunjawa has grown from a small community initiative into a trusted foundation that plays a key role in education, social development and the long-term preservation of the archipelago Karimunjawa in Indonesia. What began as a vision to offer quality early childhood education has evolved into a movement, one that nurtures local confidence, curiosity, and connection to the world around them.

This strategic plan marks an important new chapter for Kejora. It outlines our goals and commitments for the years ahead, including the establishment of a bilingual, nature-based primary school, the expansion of our library and language programs, environmental and garden development, and increased opportunities for the people of Karimunjawa and local educators.

We are deeply grateful to the many people who have walked beside us on this journey: our volunteers, teachers and staff, parents, partners, and donors. Your dedication and belief in the power of education make all of this possible.

As we look to the future, our focus remains the same, to plant seeds of knowledge, compassion, and sustainability in Karimunjawa, helping the community grow into capable, creative, and caring individuals who will shape the future of their island.

With heartfelt gratitude and optimism,

The Kejora Family



2. Executive Summary

Kejora Karimunjawa is a non-profit educational foundation based in the Karimunjawa archipelago, Central Java, Indonesia. Established in 2021, Kejora has grown from a small community initiative into a legally recognized foundation offering high-quality, bilingual, and nature-based education. Its mission is to empower children and adults through learning, sustainability, and opportunity, building a future where the people of Karimunjawa can thrive both locally and globally.

This Strategic Plan outlines Kejora's roadmap for the coming years. The foundation's main goals include:

1. *Establishing and Growing Kejora Primary School (SD Alam Kejora)* - a bilingual, nature-based school combining Indonesia's National Curriculum with experiential learning. The school will expand grade by grade until a full primary program is established by 2031.
2. *Strengthening English Literacy and Lifelong Learning* - through the Kejora Language School and Community Library, which foster literacy, digital competence, and access to global knowledge.
3. *Promoting Environmental Stewardship and Sustainability* - by developing outdoor learning and ecological spaces at Kejora Basecamp.
4. *Creating Local Employment and Teacher Training Opportunities* - by building educational capacity and professional pathways for local residents.
5. *Empowering Local Schools and Strengthening Island-Wide Education* - through mentorship, small-scale grants, and collaboration that elevate education across Karimunjawa.

Kejora's programs SPS Kejora (bilingual preschool with A accreditation), the Kejora Language School, and community-based initiatives form an integrated model of lifelong learning rooted in local culture, sustainability, and creativity. These initiatives are supported by strong partnerships, including the Olijslager Impact Fund, AFAS Foundation, and Wilde Ganzen, among others.

The foundation's work is guided by clear values: unity, sustainability, inspire, diversity. Together, they shape a holistic educational approach that nurtures not only knowledge but also compassion, confidence, and responsibility.

A detailed SWOT and impact analysis show that Kejora stands in a strong position supported by a committed community and international partners. Key challenges include financial sustainability, staff capacity, and infrastructure expansion, all of which are addressed through strategic partnerships and transparent governance.



By 2030, Kejora aims to serve over 150 students across preschool and primary levels, train local educators, strengthen environmental awareness, and act as a model for sustainable, community-driven education in Karimunjawa. Through education, Kejora aspires to plant lasting seeds of knowledge and care, ensuring that future generations of Karimunjawa grow as capable, creative, and connected citizens of the world.





3. About Karimunjawa

Karimunjawa is a small archipelago of 27 islands off the north coast of Central Java, Indonesia. Known for its natural beauty and welcoming community, the islands are home to approximately 10,000 residents spread across several islands. The archipelago's remoteness and tropical climate propose some unique challenges. As a remote island community, access to resources can sometimes be limited, and periods such as monsoon season add unique challenges to travel, logistics, and access to services.

Even so, Karimunjawa is truly a tropical paradise. Declared one of Indonesia's National Marine Parks, its biodiversity and unique eco-systems, both below sea and above ground are important areas of conservation and true beauty. Diverse and thriving reefs, turtle, dolphin and even whale shark sightings, clear turquoise waters, white, sandy, palm filled beaches and stretches of mangrove forests are a sight to behold. Holiday makers here find themselves returning time and again to soak in the magic of Karimunjawa.

Education on the island continues to evolve. While there are established schools and committed educators working hard to serve their students, there is also space for innovation and additional pathways, particularly in bilingual learning, experiential education, and programs that prepare students for the rapidly changing world. As tourism grows and industries diversify, opportunities are expanding, and with them comes the need for new skills: English proficiency, environmental literacy, critical thinking, digital competency, and future-focused learning.

For some families, accessing education beyond middle school means making difficult decisions, including sending children to the mainland earlier than they would wish. Others seek specialised learning approaches or additional enrichment that aligns with their hopes for their children and the future of their community.

Kejora exists to complement what is already here, filling the gaps with holistic, meaningful, community-rooted educational opportunities, from early childhood to adult learning. Rather than replacing existing systems, Kejora adds missing pieces of the educational puzzle, honouring local wisdom while offering modern, relevant, and nature-based learning pathways.

By strengthening education from within the island community, more children and adults will have the opportunity not only to stay and thrive here, but to become leaders, innovators, caretakers of the environment, and contributors to a sustainable and prosperous future for Karimunjawa.





4. About Kejora

Kejora Karimunjawa was founded with the belief that every child deserves access to quality education that nurtures the whole person, in mind, body, and spirit. Since its establishment in September 2021, Kejora has laid the foundation for its programs, beginning with English classes and growing into a preschool led by dedicated teachers and families who share a dream: to create an education model rooted in nature, community, and compassion.

What is now known as Basecamp Kejora began as an abandoned garden space that had fallen silent. Through the power of community cooperation; local families, volunteers, and educators came together to clear the land, plant new trees, and revive the first simple structures that would become the heart of Kejora's educational centre. All of our learning spaces are proudly built primarily from wood and bamboo, further complimenting our vision of learning with, from and in nature. Through shared effort and creativity, the space is transforming into a vibrant environment for exploration, play, and growth.

Today, Basecamp Kejora stands as both a school and a living classroom, where children learn surrounded by nature's rhythms, and where the values of collaboration, sustainability, and care for the island are lived every day. It signifies the birth place of Kejora's beautiful journey in nature-based education, rooted in the soil and spirit of Karimunjawa.

While Kejora's mission is deeply rooted in serving the children and community of Karimunjawa, the foundation also acts as a bridge between local and international worlds. Students, professionals, travelers, and educators from around the globe are invited to learn from Karimunjawa's unique culture, environment, and educational philosophy. Through internships, research opportunities, guest teaching, and impact travel programs, Kejora offers a meaningful platform for cross-cultural exchange in which learning flows in both directions. International participants bring valuable knowledge, new perspectives, and specialised skills, while gaining firsthand insight into community-driven education, sustainable island living, and nature-based learning. This two-way exchange strengthens Kejora's work and contributes to a wider global movement for responsible, inclusive, and environmentally conscious education.

4.1 Vision

To create a thriving community and future generations on the island of Karimunjawa who are inspired, motivated, and willing to actively contribute to their own future and that of their island.



4.2 Mission

To provide inclusive, bilingual, and nature-based learning that empowers children and adults to learn, lead, and protect the future of their community and environment.

4.3 Core Values

- *Unity* – We foster a spirit of togetherness and shared purpose, believing that by working hand in hand with teachers, families, and the community, we achieve more than we could alone, while encouraging respect and harmony among all.
- *Sustainability* – We act with care for both the environment and our community, fostering long-term balance through ethical practices, transparency, and honest relationships. By nurturing trust and respect, we create lasting impact for people and nature alike.
- *Inspire* - We inspire our community and empower learners to transform curiosity and imagination into meaningful action. We foster the courage to think differently, nurturing initiative, creativity, and inspiration in everything we do.
- *Diversity* – We celebrate differences in culture, language, and background, fostering inclusion, understanding, and personal growth for every member of our community. By encouraging self-awareness, confidence, and lifelong learning, we ensure that everyone can thrive and contribute meaningfully.

4.4 Milestones

Each year has marked an important step toward its vision of creating holistic, inclusive, and sustainable education for the children and adults of Karimunjawa.

2021 - Foundation Established

Although the pandemic was a challenging time for many, here in Karimunjawa it created an opportunity for people to come together with a shared goal; to support and uplift one another. It started with an initiative called 'Gotong Royong', where a team of islanders fundraised to provide care packages to those impacted by the sudden closure of the tourism sector. The success of working together in this way inspired many to come together and see what else could be achieved here in Karimunjawa.

This was the birth of Kejora Karimunjawa. People shared their hopes and ambitions, their struggles and even stolen dreams, coming up with a vision and mission for the foundation. The first strategic plan was created, focusing on education and community empowerment, members worked hard to raise the first funds for the charity and Kejora Karimunjawa was



officially founded as a legal Indonesian foundation (yayasan). This marked the beginning of Kejora's long-term commitment to creating learning opportunities that nurture both people and the planet.

2022 - Early Community Programs

Kejora launched its first educational programs, laying the foundation for community trust and engagement:

- English for Tourism, designed for hospitality workers and youth seeking opportunities in Karimunjawa's growing tourism sector.
- Play-Based Drop-In Sessions on the beach for preschool-aged children, introducing child-centered and experiential learning approaches to local families.

2023 - Pilot and Launch of SPS Kejora

In mid-2023, Kejora conducted an eight-week pilot program for its bilingual, nature-based preschool (SPS Kejora), confirming strong community interest and readiness.

- In September, Kejora officially opened its first full school year with one classroom, one teacher, and two classroom assistants, and hosting 23 students, a milestone that signaled the birth of a new era in early education on the island.
- Scholarships are an integral part of SPS Kejora, providing both partial and full-scholarships to those who wish to attend the school but need some extra support. Support can be given in a range of situations, from low or single income households, those with both physical and mental disabilities, single parents and orphans. Kejora has provided 6 full scholarships and 8 half scholarships to date.
- Kejora also launched its first fundraising initiative by investing in a bouncy castle and play equipment, creating a weekly evening play space at the night market for local children and holidaymakers. The activity has become a popular community event and now provides Kejora with a steady source of weekly income.

2024 - Legalisation, Accreditation, and International Partnerships

2024 was a defining year for Kejora's institutional growth and credibility:

- SPS Kejora was formally legalised on 15 January 2024 under the Jepara Regency, with its curriculum becoming the first in the regency to meet all national requirements.



- Kejora was officially registered as a Dutch charitable foundation (Stichting Kejora Karimunjawa) on 8 March 2024, enabling partnerships with international donors and NGOs.
- AFAS Foundation (Netherlands) funded the construction of Kejora's children's library, housing nearly 1,000 multilingual books.
- Wilde Ganzen Foundation supported the building of a second classroom, expanding capacity and resources for the preschool.

2025 - Expansion and Preparation for Primary Education

2025 was a hugely expansive year for Kejora, both in the number of students registering at the school, and the internal departments expansion and professionalisation; Kejora is now a strong team of 35 individuals, a mixture of paid staff and dedicated volunteers.

- SPS Kejora entered its third academic year, growing from one to three learning groups, with three teachers, three assistants, and a nanny, and serving a total of 59 students.
- Kejora also received a second grant from AFAS Foundation to construct a new classroom block with two classrooms, two playgrounds, and a sports field, laying the physical foundation for SD Alam Kejora, a bilingual, nature-based primary school.
- The Educational Department is currently focusing on Kejora's Primary School curriculum development, teacher training, and licensing preparation, with the goal of opening Year 1 in July 2026.
- SPS Kejora is one of the schools that received an A score, placing it within the top 3.7% of schools in Central Java, graded in 2025.
- Last but not least, this year Kejora has entered a long-term five-year partnership with the Dutch company Olijslager Impactfonds. This partnership will greatly impact the development of SD Alam Kejora and the expansion of Kejora's green learning zones. The first phase of funding has been used to purchase the formerly rented land at Basecamp Kejora, securing Kejora's future and strengthening the foundation's continuing growth.





THE LEARNING DIVISIONS



5. The learning divisions

5.1 SPS Kejora - Bilingual Nature-based Preschool

Since its establishment, SPS Kejora has become a model for early childhood education in the Karimunjawa archipelago. The preschool is a legalised and accredited national institution, offering a bilingual (Indonesian–English) and nature-based learning environment for children aged 3 to 6 years old.

At SPS Kejora, education is seen as a journey of discovery rather than instruction. Children learn through play, exploration, and real-life experiences, guided by a curriculum designed to nurture their natural curiosity, and help shape children into responsible and active members of the community with the knowledge and self-assurance to positively impact the world around them.

Daily activities at SPS Kejora include storytelling, art, music, movement, gardening, and exploration of local flora and fauna. The school grounds serve as both classroom and playground, children plant vegetables, observe insects, and learn to care for their surroundings. Lessons on cooperation, mindfulness, and gratitude are woven naturally into daily routines, helping children to build emotional literacy and a sense of belonging.

The success of SPS Kejora has had a transformative impact on both families and the wider community. Parents have become more engaged in their children's learning, and local teachers have been inspired to adopt more child-centered approaches. The school's reputation for quality and innovation has gained recognition from educational authorities in the Jepara Regency, affirming Kejora's potential to expand into primary education.

5.2 SPS Kejora Preschool Curriculum

1. Locally Designed and Officially Accredited

The SPS Kejora curriculum was originally created specifically for Karimunjawa by Canadian educator Kristi Turner from Seed Learning Garden. It was later adapted and developed by Kejora's Educational Department to meet the legal and quality criteria of the Jepara Regency, becoming the first legalised Indonesian National Early Years Curriculum in the region.

2. Bilingual and Culturally Rooted Learning

The program integrates Indonesian and English naturally through songs, stories, play, and teacher interaction, offering children early bilingual exposure while celebrating their local language, traditions, and environment.



3. Nature-Based and Experiential Education

Children learn within Kejora's garden, and also from the island's beaches, gardens, and forests as living classrooms. The curriculum nurtures curiosity, environmental awareness, and care for the natural world through hands-on discovery and observation.

4. Holistic Child Development

Learning is centered on the whole child, fostering emotional, social, physical, and cognitive growth. Lessons promote independence, empathy, creativity, and collaboration through play, art, storytelling, and mindfulness.

5. Community, Creativity, and Character

The curriculum is deeply connected to Kejora's core values; unity, diversity, sustainability, and to inspire. It encourages family participation, respect for cultural heritage, and responsibility toward the community and the island ecosystem.

5.3 Kejora Language School (KLS)

The Kejora Language School (KLS) was established to address a vital community need: English proficiency for both children and adults in a rapidly developing island economy. As Karimunjawa grows as a tourist destination, local residents increasingly recognise that strong English communication skills can open pathways to better employment, entrepreneurship, and intercultural exchange.

KLS offers English language programs for all ages, with classes currently focused on upper-beginner and beginner hospitality workers, as well as informal conversation classes for children and adults. KLS uses a bespoke curriculum designed by Kejora's Educational Department, and lessons are designed to be practical, interactive, and relevant, integrating role-plays, real-life scenarios, and vocabulary drawn from daily island life and tourism.

Beyond language skills, KLS seeks to cultivate confidence, critical thinking, and global awareness, aligning with Kejora's broader goal of developing empowered, future-ready learners. The classes also serve as bridges between local and international communities, helping to build trust and understanding through shared learning experiences.

Moving forward, Kejora plans to expand KLS by introducing digital literacy and online communication workshops, as well as English-for-young-learners programs to complement the preschool and primary school pathways. The Kejora Library, which houses nearly 1,000 books in multiple languages, plays a key supporting role in this effort, offering students access to reading materials and hosting storytelling, reading clubs, and creative writing activities.



5.4 SD Alam Kejora – Our Primary School Division

SD Alam Kejora will be Karimunjawa's first nature-based, bilingual primary school, grounded in the National Curriculum and guided by Kejora's vision to cultivate a generation that is faithful, respectful, resilient and environmentally conscious. Learning will be rooted in strong Indonesian academic foundations while integrating natural English exposure through daily routines, projects, and real-life experiences, preparing students for future academic pathways, tourism-based careers, and global communication.

Through a creative, joyful, and nature-rich approach, students will build strong executive functioning skills, such as planning, organisation, focus, and emotional regulation, alongside foundational literacy, numeracy, science, and technology competencies. With close partnerships between teachers, families, and the community, SD Alam Kejora will provide a holistic learning environment that empowers children to grow into capable, responsible, and open-minded young contributors to their island and the world.

SD Alam Kejora will open in July 2026 with Year 1, expanding one grade level each year until all six primary school years are complete by 2031.

5.6 Beyond the Classroom

Learning and growth at Kejora extend far beyond the walls of the classroom. Students are offered a range of enriching extracurricular opportunities, such as arts, sports, music, nature exploration, and community-based projects, that nurture their talents, build confidence, and deepen their connection to the environment and local culture.

The school's Parent-Teacher Association, SHEnergy, plays a vital role in strengthening the wider learning community. More than a traditional association, SHEnergy is a collaborative space where parents and teachers come together to share experiences, exchange ideas, create meaningful programs, and build strong, supportive relationships. Through this partnership, the school community grows more connected, engaged, and empowered to support the holistic growth and wellbeing of everyone involved; students, parents, and teachers alike.





THE SWOT ANALYSIS



6. SWOT analysis

6.1 Strengths

- Clear vision and strong identity based on bilingual and nature-based education.
- Small-scale, personal approach with strong community connections.
- Wide range of educational programs (preschool, primary, language, and extracurricular).
- Supportive international network of donors, volunteers, and partners.
- Sustainable use of resources and facilities.
- High satisfaction among parents and students.
- Unique educational model combining local wisdom with international best practices

6.2 Weaknesses

- Dependence on a few key people.
- Small staff capacity and heavy workload.
- Difficulty recruiting qualified teachers on the island.
- High dependence on external funding for the growth of Kejora.
- Limited classrooms and facilities.
- Expansion requires buying new land.
- One time financial support from the Indonesian government.

6.3 Opportunities

- Strong potential as an international learning hub
- Growing local demand for a variety of quality education.
- Growing global interest in sustainable, community-based, and nature-based education
- Growing international interest in sustainable education projects.
- Partnership potential with local tourism businesses, universities and international training institutes.
- Increasing demand for meaningful impact travel and ethical volunteering.



- Digital tools offer new learning possibilities.
- A greater capacity for local businesses to invest in the island's educational systems as the local economy strengthens.
- Families with stable incomes moving to Karimunjawa to work and enroll their children in Kejora's educational system

6.4 Threats

- Economic or tourism downturns reducing income.
- Island-specific challenges: logistics, weather, infrastructure.
- Shortage of qualified long-term staff and volunteers
- Changing regulations or political circumstances.
- Fluctuating donor support

This SWOT analysis shows that Kejora is in a strong position as a quality and socially-driven educational center, supported by the local community and an international network. The main challenges lie in financial sustainability, staff management, and infrastructure development.





GOALS & STRATEGY



7. Goals & Strategy

7.1 Goals

Goal 1. Establish and Grow Kejora Primary School (SD Alam Kejora)

Building on the proven success and community trust of SPS Kejora, the next step is to establish SD Alam Kejora, a formal, bilingual, and nature-based primary school integrating the Indonesian National Curriculum with experiential, outdoor, and project-based learning. The school will nurture the whole child, intellectually, emotionally, physically, and creatively, to raise a generation of capable, kind, and environmentally conscious learners rooted in local identity and open to the global community.

Objective 1

Launch SD Alam Kejora and expand one grade per year until all six grades are operational by 2031.

Key Indicators

- Number of students enrolled: 80 by 2030; +5% per year (Student registration records)
- Number of new classrooms & facilities built: 4 by 2030; +1 per year (Construction reports)
- Number of students in new primary grades: 10 per new grade; +5% per year (Enrollment records)

Objective 2

Integrate bilingual instruction and nature-based learning within the National Curriculum to ensure academic excellence, cultural relevance, and functional English proficiency.

Key Indicators

1. Bilingual Proficiency & Functional Use

- By 2030: 75% of students demonstrate age-appropriate bilingual development, measured through:
 - oral comprehension in both languages
 - vocabulary recognition
 - participation in bilingual routines



- reading progress
- simple writing (upper grades)
- confidence and willingness to use English

Growth Target: +5% proficiency per year

Data Sources: Teacher assessments, project-based evaluations, and descriptive feedback.

2. Integration of Environmental & Nature-Based Learning

- By 2030: 40% of lessons include nature-based or environmental themes integrated with bilingual routines (e.g., naming plants/animals in two languages, bilingual inquiry journals, outdoor exploration, field projects).

Growth Target: +5% per year

Data Sources: Curriculum plans, classroom observations, and documentation of outdoor learning activities.

3. Alignment with National Curriculum Through Bilingual Practice

- Weekly teacher collaboration sessions ensure that thematic vocabulary, bilingual routines, and nature-based activities align with the National Curriculum competencies.
- Progress measured through curriculum mapping reviews and teacher planning documentation.

Objective 3

Implement project-based learning connecting science, culture, and sustainability with real experiences in Karimunjawa's natural environment.

Key Indicators

- Monthly beach cleaning days (includes trash collection at the side of the road and other community areas)
- Monthly field trips and community based activities (includes nature-hikes, visiting local factories, farms and community centres)
- Weekly outings/local explorations nearby school (exploring local flora/fauna, visiting markets and nearby beach)



Objective 4

Develop a structured extracurricular and enrichment program encompassing sports, creative arts, entrepreneurship, and environmental stewardship.

Key Indicators

- Participation in extracurricular programs: all primary school students to participate in a minimum of two programs per week
- Community participation in events: additional 20% attendance from non-Kejora pre-school children

Objective 5

Recruit, train, and retain a qualified and passionate teaching team, prioritising the mentorship of local educators.

Key Indicators

- Teacher-student ratio: 1:10 by 2030; maintain or improve
- Number of training hours per staff: 40 hours per year
- Staff retention rate: 80%; maintain or improve

Objective 6

Foster strong partnerships with parents, the community, and external collaborators to enrich learning and ensure long-term sustainability.

Key Indicators

- Parent & community participation: 50% by 2030
- Number of educator volunteers: 1 volunteer per term
- Number of local volunteers hours: 100 hours per term across all educational projects
- Number of collaborative partnerships: 10 by 2030 (includes both local and international partnerships, nature-based associations and bilingual educators)

Objective 7

Ensure a consistent amount of scholarships to support operational efficiency and equal accessibility to the school



Key Indicators

- Number of scholarships provided: 3 per grade

Timeline / Developmental Focus (5-Year Outlook)

Phase	Focus	Key Milestones
Foundation Phase (Year 1)	Collab with bilingual institutions and nature-based associations. Launch Grade 1 and establish bilingual, experiential structure and teacher training. Begin outdoor learning areas and enrichment programs.	Grade 1 operational, staff recruited, initial facilities ready, collaborations made.
Growth Phase (Years 2–4)	Add one grade per year, expand learning spaces (gardens, studios, sports field), strengthen teacher development and assessment systems.	Grades 2–5 operational, teacher training established, extracurricular diversity increased.
Consolidation Phase (Year 5)	Operate all six grades, achieve stable accreditation, strengthen community engagement, and maintain educational quality.	Fully accredited, six-grade school recognized regionally for bilingual and nature-based education.

Goal 2. Strengthen English Literacy and Lifelong Learning (Library & Language Programs)

English proficiency opens access to wider opportunities in education, tourism, and global exchange, which is key for Karimunjawa's sustainable growth. Kejora aims to strengthen English learning for both children and adults through its expanding Kejora Language School (KLS) and community library. The library will serve as a vibrant hub for reading, creativity, and digital literacy, offering access to books, workshops, and community programs that promote lifelong learning for all ages.

Objective 1

Expand Kejora's English Language School (KLS), offering structured classes for children, teens, and adults.



Key Indicators

- Number of students enrolled in English programs: 100 by 2030; +5% per year (Student registration records)
- Number of class levels or programs offered: 5 by 2030; +1 per year (Course schedules & reports)
- Student attendance rate: 90%; maintain or improve (Attendance logs)
- Student performance (English proficiency): 75% reach target level by 2030; +5% per year (Teacher assessments & exams)

Objective 2

Develop the community library as a resource center with 2,000+ books in multiple languages and subjects.

Key Indicators

- Number of books in collection: 5,000 by 2030
- Number of library visitors per month: +1000 by 2030
- Number of reading events or literacy workshops: 24 per year (2 per month)

Objective 3

Recruit and train a librarian / literacy facilitator to manage the collection and host regular events.

Key Indicators

- Librarian and facilitator positions filled: 1 full-time and 2 volunteer assistants
- Training hours completed per staff: 20 hours per year
- Staff retention rate: 80%; maintain or improve

Objective 4

Introduce literacy-based activities (reading groups, story time, mindfulness clubs) to foster lifelong learning habits.

Key Indicators

- Number of literacy-based activities offered per week: once a week by 2026, 2-3 times a week by 2030
- Retention rates in library programs and clubs: 60% of registered members by 2030



- Community (non-Kejora) participation in events: 50% by 2030

Objective 5

Launch digital literacy programs, including basic computer workshops for youth and adults, to support employability and global communication.

Key Indicators

- Number of digital literacy workshops conducted: 12 per year
- Improvement in digital skills proficiency: 70% reach basic competency by 2030

Timeline / Developmental Focus (5-Year Outlook)

Phase	Focus	Key Milestones
Foundation Phase (Year 1)	Expand book collections; strengthen existing KLS programs; recruit facilitators.	Library inventory 1,000 books; 2 literacy staff recruited; English classes running weekly.
Growth Phase (Years 2–4)	Formalise library and KLS schedules; integrate with Kejora's preschool and primary school; launch digital workshops.	Structured weekly schedule; first computer classes for youth; school-library partnership active.
Consolidation Phase (Year 5)	Grow national & international partnerships; expand spaces and programs; secure financial sustainability.	5,000 books catalogued; regular volunteer exchange; sustainable membership and donor support.

Goal 3. Promote Environmental Stewardship and Sustainability (Garden Development)

Nature is both classroom and teacher at Kejora. By developing outdoor learning and ecological spaces at Kejora Basecamp, in collaboration with eco-focused foundations, Kejora aims to cultivate hands-on environmental principles that can be shared across Karimunjawa. Partnerships with organizations such as Recycle Education (Recek) and Trash Hero Indonesia will enable Kejora to lead by example in sustainable island living.



Objective 1

Develop outdoor learning spaces, including vegetable gardens, composting areas, greenhouses, and rainwater systems.

Key Indicators

- Number of eco-learning areas developed: 3 by 2026 (garden, compost & rainwater system); +2 per year (Facility reports)

Objective 2

Integrate hands-on ecology projects into the curriculum through the IPA/Ekologi Karimunjawa program.

Key Indicators

- Number of eco-projects implemented annually: 2 projects per year, per grade
- Integration of environmental learning: 40% of lessons include ecology or sustainability
- Outside learning: 40% of the day outside
- Student project presentation in environmental projects: 90% by 2030; maintain or improve

Objective 3

Create habitats for local wildlife (ponds, butterfly gardens, bug houses) to support biodiversity education.

Key Indicators

- Number of biodiversity zones created: 5 by 2030
- Number of species observed in school habitats: 20 by 2030

Objective 4

Establish partnerships with local and national environmental foundations for workshops and mentorship.

Key Indicators

- Number of eco-foundation partnerships: 5 by 2030
- Number of environmental workshops conducted: 10 per year



Objective 5

Promote sustainable habits such as waste sorting, reusing materials, and responsible consumption among students, families and business partners.

Key Indicators

- School participation in sustainability initiatives: Quarterly workshops to encourage participation in sustainable habits among Kejora's families and partners.
- Business partner participation in sustainability initiatives: 80% by 2030
- Household participation in sustainability initiatives: 60% by 2030

Timeline / Developmental Focus (5-Year Outlook)

Phase	Focus	Key Milestones
Foundation Phase (Year 1)	Design and establish first garden beds, compost system, and outdoor classroom.	First eco-garden and compost operational; rainwater system installed.
Growth Phase (Years 2–4)	Expand biodiversity zones and integrate learning modules across grades.	Greenhouse, pond, and bug house completed; ecology curriculum active in all classes.
Consolidation Phase (Year 5)	Position Kejora as a model for sustainable island education with community workshops.	Annual open workshops and island-wide visits; recognized local eco-learning hub.

Goal 4. Create Local Employment, Career Development, and Teacher Training Opportunities

Kejora is committed to building educational capacity within Karimunjawa by training and employing local community members. Through professional development, mentorship, and certification pathways, Kejora empowers residents—especially women and youth—to build meaningful, long-term careers in education and related fields.

Objective 1

Train and employ local educators across preschool, primary, and extracurricular programs.



Key Indicators

- Number of local (to Karimunjawa) teachers employed: 10 by 2030; +5% per year (HR records)
- Local to non-local teach ratio: 2:1 by 2030; maintain or improve
- Staff retention rate: 80%; maintain or improve

Objective 2

Establish ongoing professional development workshops supported by national and international partners.

Key Indicators

- Number of training workshops held: 10 per year, per teacher
- Training hours per employee: 40 hours annually
- Partnerships with educational organisations: 5 by 2030

Objective 3

Provide pathways for teacher certification and advancement, particularly for women and young adults.

Key Indicators

- Teachers achieving education-based training certification: 5 by 2030
- Percentage of female staff in teaching positions: 80% by 2030

Objective 4

Build leadership skills through mentorship, peer observation, and collaborative planning.

Key Indicators

- Number of mentorship sessions conducted: 12 per year; +5% per year (Mentorship reports)
- Staff satisfaction and leadership engagement: 80% positive feedback (Annual staff surveys)

Objective 5

Expand employment opportunities through support roles (library, garden, extracurricular coaching).



Key Indicators

- Local staff employed in support roles: 10 by 2030

Timeline / Developmental Focus (5-Year Outlook)

Phase	Focus	Key Milestones
Foundation Phase (Year 1)	Identify and train promising local candidates; establish mentorship systems.	5 local trainees engaged; mentoring structure launched.
Growth Phase (Years 2–4)	Provide formal training, certification support, and teacher exchange opportunities.	Certified local educators teaching across programs; ongoing exchanges active.
Consolidation Phase (Year 5)	Fully locally-led educational team sustained through professional learning.	80% of staff from Karimunjawa; continuous training system in place.

Goal 5. Empower Local Schools and Strengthen Island-Wide Education

Kejora aims not only to serve as a flagship model of education but also to act as a catalyst for educational transformation across Karimunjawa. Through the Kejora Education Empowerment Grant, local schools can access funding, mentorship, and support to improve their facilities, programs, and learning environments, fostering collaboration, innovation, and community pride.

Objective 1

Build strong relationships and shared purpose among all schools and educators on the island.

Key Indicators

- Number of schools/preschools engaged in consultation meetings: 5 by 2030

Objective 2

Launch the pilot Kejora Education Empowerment Grant.

Key Indicators

- Available funds per year across participating preschools: 40,000,000 IDR



- Implementation success rate of supported projects: 90%

Objective 3

Expand the program to include more schools and collaborative activities island-wide.

Key Indicators

- Number of schools participating in the grant: 10 by 2030
- Number of shared teacher trainings or open classrooms: 2 per year

Objective 4

Encourage innovation, transparency, and accountability through documentation and shared reporting.

Key Indicators

- Number of reports submitted by partner schools: 100% of grant recipients
- Quality of project documentation and visibility: 80% meet reporting standards

Timeline / Developmental Focus (5-Year Outlook)

Phase	Focus	Key Milestones
Foundation Phase (Year 1)	Build relationships and assess needs among schools; set grant criteria.	5 schools consulted; grant framework established.
Growth Phase (Years 2–4)	Implement and monitor pilot grants; conduct mentorship visits.	Pilot schools complete projects and showcase outcomes; models refined.
Consolidation Phase (Year 5)	Expand grants to more schools; launch annual island-wide education showcase.	60% of staff from 10 schools actively engaged; first Education Showcase held.



7.2 Strategy

Kejora's strategy focuses on strengthening its core educational model while ensuring long-term sustainability through community empowerment, partnerships, and diversified funding. The following strategic directions align with Kejora's mission and respond directly to the strengths, weaknesses, opportunities, and threats identified in the SWOT analysis.

1. Strengthen Educational Excellence and Continuity

Kejora will consolidate and expand its bilingual and nature-based education model across preschool, primary, and extracurricular programs.

Strategic actions:

- Implement clear learning pathways from early childhood to primary and beyond.
- Maintain a 1:10 teacher/student ratio to ensure quality and personal attention.
- Integrate hands-on, environmental, and community-based learning into all curricula.
- Continue developing the English Literacy and Library Programs to promote lifelong learning.
- Use regular assessment and teacher reflection to ensure measurable learning outcomes.

2. Build Local Capacity and Reduce Dependency

Kejora aims to become a fully community-led organisation over time, reducing dependency on a few individuals or foreign staff.

Strategic actions:

- Prioritise training and employment of local teachers and support staff.
- Provide ongoing professional development and certification pathways.
- Establish a teacher mentorship system and encourage peer learning.
- Strengthen management capacity through leadership training and internal procedures.

3. Ensure Financial Sustainability and Growth

To reduce dependency on external funding, Kejora will diversify its income and strengthen financial management.



Strategic actions:

- Develop income-generating programs such as workshops, community events, and membership fees for the library or extracurricular clubs.
- Build long-term donor relationships through transparent reporting and storytelling.
- Strengthen partnerships with responsible tourism businesses and like-minded foundations.
- Explore land acquisition and facility expansion strategically to support program growth.
- Develop a financial reserve and sustainability fund for operational stability.

4. Deepen Community Engagement and Collaboration

Kejora will strengthen its role as a connector between local families, schools, and organisations on the island.

Strategic actions:

- Build trust through regular communication, open-house events, and parent involvement.
- Expand the Kejora Education Empowerment Grant to support other schools.
- Collaborate with eco and social foundations to deliver shared learning programs.
- Involve community members in environmental and cultural projects that promote island pride.

5. Strengthen Partnerships and Visibility

Kejora will leverage its strong reputation and international network to attract expertise, funding, and advocacy for island-wide education.

Strategic actions:

- Formalise partnerships with educational, environmental, and tourism organisations.
- Strengthen digital presence through an updated website and social media storytelling.
- Participate in national education and sustainability networks to share best practices.
- Engage volunteers strategically in areas that add long-term value (training, communication, innovation).



6. Embrace Innovation and Sustainability

Innovation and environmental awareness are at the heart of Kejora's philosophy. Kejora will continue to integrate sustainable and digital solutions across all programs.

Strategic actions:

- Develop the Kejora Basecamp as a model for green learning and sustainable facilities (gardens, rainwater, composting).
- Expand digital literacy programs for students, teachers, and adults.
- Use monitoring tools and data to track progress on key indicators.
- Share lessons learned with other island initiatives to inspire broader change.

Strategic Outcome

By 2030, Kejora will be recognised as a model of sustainable, community-driven education in the Jepara Regency, one that combines environmental stewardship, bilingual learning, and local empowerment to create lasting social impact on Karimunjawa and beyond.





IMPACT ANALYSIS



8. Impact analysis

Kejora's work generates multidimensional impact; educational, social, environmental, and organisational, all contributing to the foundation's long-term vision. Each dimension reinforces the others, creating a holistic model in which education becomes a driver of community empowerment and environmental responsibility.

8.1 Educational Impact

Kejora's educational model promotes high-quality, bilingual, and nature-based learning that nurtures curiosity, creativity, and critical thinking. By combining the Indonesian National Curriculum with experiential and project-based approaches, students engage in meaningful learning experiences that connect classroom knowledge to the world around them.

Small-scale classes ensure personal attention and allow teachers to support each child's individual growth. The integration of bilingual instruction enhances both local and global communication skills, preparing students to participate confidently in broader educational and professional contexts.

Collaboration with international advisors and volunteers introduces new teaching methods and global perspectives, supporting educational development, pedagogical innovation, and the continuous introduction of new learning methodologies. Teachers receive regular training in leadership, sustainability, and educational development, which strengthens both teaching quality and long-term institutional capacity.

Beyond academics, extracurricular programs, such as environmental clubs, sports, creative arts, and entrepreneurship workshops, provide students with practical skills, teamwork experience, and a sense of purpose. Together, these elements ensure that learning at Kejora is holistic, inclusive, and lifelong.

Through this approach, Kejora directly contributes to greater access to quality education on the island. The preschool, primary school, and language programs together serve both children and adults, while scholarships ensure that education remains accessible regardless of economic background.

8.2 Social and Community Impact

Education at Kejora is deeply rooted in community participation. Parents, volunteers, and local businesses are active contributors to school life, creating a strong sense of shared ownership and collective pride.

This engagement reinforces the idea that education is not limited to the classroom, it is a



community-wide effort that brings people together through learning, creativity, and shared goals.

Volunteer programs play a vital role in this social ecosystem. Both short- and long-term volunteers bring diverse skills, knowledge, and cultural exchange to Karimunjawa, enriching learning experiences for students and staff alike. Local volunteers, including parents and young adults, help organise events, support classroom projects, and promote community-based initiatives that strengthen collaboration and inclusion.

Partnerships with local tourism businesses and other organisations link education to employment and social development. Together, these efforts contribute to greater well-being, community pride, and a shared commitment to sustainable living.

8.3 Environmental Impact

Kejora views nature as both classroom and teacher. By embedding sustainability into every layer of its operations and learning, the foundation instills environmental awareness from an early age. Children engage directly with their environment through activities such as gardening, composting, and beach clean-ups, learning to respect and care for their island home.

The foundation models responsible environmental behaviour through energy- and water-efficient practices, waste reduction, and recycling initiatives. Eco-projects, such as the development of vegetable gardens, biodiversity zones, and rainwater collection systems, demonstrate how education and sustainability can be seamlessly integrated.

Partnerships with organisations like Recycle Education (Recek) and Trash Hero Indonesia enhance this impact, fostering environmental responsibility within the broader community. By using donated and eco-friendly materials and promoting resource efficiency, Kejora positions itself as a leading example of sustainable education for small island contexts.

8.4 Organisational Impact

Kejora's dual foundation structure ensures good governance, transparency, and accountability, providing a strong foundation for long-term growth. Regular reporting, strategic planning, and clear checks and balances guide operations and maintain public trust.

Human resources development is a central pillar of Kejora's organisational impact. Staff receive continuous training in teaching, leadership, sustainability, and educational innovation, including pedagogical development and new learning methodologies.



Mentorship, peer learning, and well-being programs strengthen professional capacity, morale, and retention.

Financial sustainability is supported through diversified funding, including donations, grants, and strategic investments. This balanced approach enables Kejora to maintain stable operations, expand its programs, and adapt to new opportunities and challenges.

Through these combined efforts, Kejora continues to build a resilient, well-managed organisation capable of sustaining and scaling its educational mission for years to come.

8.5 Strategic Growth and Long-Term Impact

The coming years will mark a period of significant expansion and deepened community engagement. Kejora will complete the full six-grade primary school, develop new classrooms and green learning spaces, and secure long-term land ownership to safeguard its future.

Educational growth will be complemented by increased collaboration with parents, community organisations, and international partners. These partnerships will enhance funding opportunities, teacher training, and curriculum innovation, ensuring that Kejora remains at the forefront of sustainable education in Indonesia.

Over time, the foundation's work will result in lasting change across multiple dimensions:

- A sustainable, bilingual, and nature-based education system accessible to more children.
- A stronger and more self-sufficient local community, empowered through knowledge and opportunity.
- A replicable model for sustainable education in small island settings.
- Increased environmental awareness and responsibility across generations.

Together, these outcomes reflect Kejora's vision: to create an educational ecosystem where people, nature, and community grow in harmony, ensuring that the future of Karimunjawa is not only bright, but also resilient and sustainable.





ORGANISATION & GOVERNANCE



9. Organisation & governance

Kejora operates through two registered non-profit foundations:

- Yayasan Kejora Karimunjawa (Indonesia) – responsible for daily operations and management of all programs in Indonesia.
- Stichting Kejora Karimunjawa (Netherlands) – fulfills a supportive role in fundraising and serving as a sparring partner for the Indonesian foundation.

Both foundations operate in accordance with local laws and collaborate closely to achieve Kejora's mission. They regularly discuss progress, finances, and strategy. An annual joint evaluation takes place to evaluate results, set goals, and develop plans for the future.

9.1 Responsibilities of Yayasan Kejora Karimunjawa

Yayasan Kejora Karimunjawa main responsibilities include:

- Strategy – Translate Kejora's vision into local strategies and annual plans; set priorities based on community needs and deciding on the allocation of available resources
- Education Program management – Operate the educational center, ensure quality learning, and coordinate activities.
- Finance – Prepare budgets and financial reports and ensure transparent use of funds.
- Human Resources – Recruit, manage, and evaluate staff and volunteers and create a safe and positive work environment with opportunities for growth.
- Community engagement – Maintain strong relations with students, parents, the local community and promote education and sustainability in the community.
- Fundraising - focus on securing the financial support needed for our programs, builds relationships with donors and partners, develops fundraising initiatives, prepares grant applications, and organises events and online campaigns.
- Marketing & Communication - responsible for maintaining Kejora's identity and sharing our story with the world. This includes managing social media, creating content that highlights our programs and impact, preparing newsletters and promotional materials, and supporting communication with parents, partners, and the Dutch foundation.



- Monitoring & Reporting – Track progress, evaluate impact, and report regularly to the Dutch foundation.

9.2 Responsibilities of Stichting Kejora Karimunjawa

Stichting Kejora Karimunjawa main responsibilities include:

- Build long-term partnerships with donors and corporate partners.
 - Exploring new opportunities for long-term financial support.
 - Oversee financial transparency and p
 - rovide updates to partners.
 - Serve as a sparring partner for the Indonesian foundation.
- Organisation of Yayasan Kejora Karimunjawa

Board

The board of Yayasan Kejora in Indonesia consists of local representatives who voluntarily commit to the development of their community and the well-being of Karimunjawa.

- Chairperson: Mr. Sungatono – policy and strategic direction.
- Secretary: Mrs. Venny Ratna Hendrasari – internal organization and communication.
- Treasurer: Mrs. Ghina Abdurahman – financial management.

Operational team

The operational team consists of several departments that collectively ensure the implementation of Kejora's programs:

- Educational department – development, implementation, and quality control of educational programs, led by Ms. Hanis Aulia and Mrs. Astrid Synnøve Branum.
- Infrastructure department – construction and maintenance of facilities with attention to sustainability, led by Mr. Bahroni.
- Human resources department – personnel policy, staff well-being, and organizational development, led by Mrs. Ruhatin Cakra Kusuma and Mrs. Ita Yudha Arfianamet, with Mrs. Margo Niestadt as confidential advisor.



- Fundraising department – collaborations with local and international partners, organizing local events and fundraising programs, led by Mrs. Joyce van den Muijsenberg.
- Marketing & Communication department – marketing, communication, promotion, and visibility, led by Mrs. Fleur van de Kastele.
- Public relations department – relations with local partners, government, and media, led by Mr. Sudarmono.

Advisors

The board and operational team are supported by several advisors who provide independent advice based on their expertise but do not have executive or governance roles:

- Mr. Mochammad Syahdiladarama – Organization
- Ms. Kristi Turner (SEED Learning Garden) – Education
- Mr. Fahrul Alim – Community engagement



9.3 Organization of Stichting Kejora Karimunjawa (Netherlands)

The Dutch board consists of engaged volunteers who support Kejora with their knowledge, network, and commitment. The foundation holds ANBI (Public Benefit Organization) status.

- Chairperson: Mrs. Ingrid van den Muijsenberg-Jansen – main contact with Indonesia.
- Secretary: Ms. Josephine Kobussen – internal organization and communication.
- Treasurer: Mr. Jens Branum – financial management.

Supported by volunteers who assist with training, fundraising, and collecting educational materials, books and laptops.

9.4 Transparency, accountability

Transparency and accountability are central to Kejora's operations. Both foundations follow strict reporting and ethical governance standards, ensuring all activities adhere to principles of good governance, including transparency, responsibility, effectiveness, and inclusivity. Quarterly reports cover results, future plans, and financial status, while an annual public report is published on the website.

9.5 Decision-making

Daily operations are managed by the Indonesian team within approved plans and budgets, while major strategic decisions are shared with the Dutch foundation. Board members and department heads of Yayasan Kejora Karimunjawa (except Fundraising and Marketing & Communication) have voting rights, and in the Netherlands only board members vote. Decisions are made by consensus where possible or by majority vote when needed.





HUMAN RESOURCE MANAGEMENT



10. Human resources management

High-quality education and strong community projects depend on motivated, skilled, and committed people. Kejora's human resources policy aims to create a safe, positive, and inspiring workplace where employees can grow, feel valued, and contribute enthusiastically to Kejora's mission.

Kejora invests in the personal growth, professional development, and well-being of its employees. Staff are encouraged to work responsibly, care for the environment, and apply sustainable practices in their daily work. The staff currently consists of nine permanent employees and several casual (on-call) workers. To maintain motivation and retention, Kejora offers fair salaries, performance bonuses, flexible work options, and well-being activities.

Recruitment, onboarding, evaluation, and exit processes follow clear and regularly updated procedures to ensure transparency and efficiency. Recruitment focuses on skills, motivation, and community commitment, giving priority to local candidates. When needed, specialists from outside Karimunjawa are brought in to train and strengthen the local staff.

Employees receive regular training in teaching, leadership, sustainability, and educational development, including pedagogical innovation and new learning methodologies. Performance is reviewed through clear indicators and regular feedback sessions, with lessons learned and success stories shared to encourage continuous improvement.

The main HR challenges are staff turnover and limited local talent availability, which Kejora addresses through training, career development, and a strong organizational culture. Openness, respect, and teamwork are core values at Kejora. Employees are involved in decision-making and sustainability projects.





11. Volunteers

Volunteers are an important part of Kejora's success. They contribute time, skills, creativity, and international perspectives that support education, sustainability, and community programs. In return, volunteers gain valuable learning experiences, cultural exchange, and personal growth.

Kejora does not actively recruit volunteers but receives many applications from people inspired by its programs and mission. This allows Kejora to carefully select motivated volunteers who add real value to the foundation. Volunteering at Kejora is a mutual learning experience: volunteers contribute to the community while learning from the people, culture, and organisation.

All volunteers are expected to respect local culture, protect the environment, and follow Kejora's code of conduct. This includes confidentiality, respectful behaviour and care in working with children, students, and colleagues. Each volunteer receives clear guidelines and regular check-ins to ensure a safe, meaningful, and positive experience.

There are several types of volunteers:

- **Local volunteers:** Local residents such as parents, students, and local business owners who join because they see the importance of Kejora's work for the future of the island.
- **Short-term Indonesian volunteers:** Kejora collaborates with universities and other organisations to host students in fields such as early childhood education, primary education, environmental science, sustainability, social work, community development, and tourism management.
- **Short-term international volunteers:** Tourists visiting Karimunjawa can take part in a one-time activity or contribute for a short period by joining for example a sports class, art class, or beach clean-up.
- **Long-Term international volunteers:** Volunteers who stay one month or longer take on larger responsibilities, such as English teaching assistance, maintenance support, or help with fundraising and marketing & communication. Their long-term involvement creates deeper impact and stronger mutual learning.



At the end of the program, mutual feedback sessions help both sides learn and improve. Volunteers share their experiences and suggestions, while Kejora provides feedback on strengths and growth opportunities. Each volunteer receives a reference letter acknowledging their contribution.

Many volunteers continue to support Kejora after their stay through one-time or monthly donations, such as sponsoring a student scholarship or organizing crowdfunding among family and friends.

All volunteer and internship activities must comply with Indonesian immigration regulations. International participants are required to obtain the C6 Volunteer Visa, the visa specifically intended for social, humanitarian, and voluntary activities in Indonesia. This visa allows an initial stay of up to 60 days and can be extended twice, for a maximum total duration of 180 days. Volunteers may not receive any salary or financial compensation from Indonesian entities, as all contributions must remain strictly voluntary. Kejora ensures that all participants follow these immigration requirements. By adhering to these principles, Kejora protects both the volunteers and the foundation, ensuring trust, transparency, and positive cooperation with local authorities and the broader community.





12. Partnerships

Kejora would not have been able to grow into what it is today without the support, trust, and engagement of the many partners who have contributed to the foundation so far. Thanks to these partnerships, Kejora has developed into a strong organisation with broad social impact.

12.1 Community Partners

Kejora was founded by a group of dedicated community partners, all active in tourism, who wanted to give back to the local community through their businesses. They joined forces, combining their knowledge, resources, and enthusiasm to establish Kejora. Partners include: Floating Paradise, The Happinezz Hills, Alam Kita, The Secret, Basa Basi, Omah Alchy, Deep Sky, and Bukit Love. Today, these partners continue to contribute their time, energy, and expertise, actively supporting Kejora's programs and helping the foundation achieve its mission.

12.2 Collaborative Financial Partners

Our collaborative financial partners have provided the financial support needed to start Kejora with the goal of becoming fully self-sustaining in the long term.

AFAS Foundation

AFAS Foundation is a Dutch organisation committed to creating positive social impact both in the Netherlands and abroad. By supporting projects in education, health, and community development, the foundation helps build opportunities and lasting change for people around the world. Thanks to AFAS Foundation, we have been able to build two classrooms, a library, an outdoor playground, and a sports field.

Wilde Ganzen

Wilde Ganzen is a Dutch NGO that has supported locally led initiatives in developing countries since 1957. Through funding, expertise, and collaboration, they empower communities to drive sustainable, long-term change. Thanks to Wilde Ganzen, we have been able to build one classroom.



Other Partnerships

In addition, many smaller-scale corporate donors have made one-time contributions to Kejora. The Read to Grow Foundation donated 250 books to our library, and several schools have contributed laptops. A handful of individuals have also shipped hundreds of books and laptops to the school.

12.3 Strategic financial partner 2026–2030 – Olijslager Impact Fund

Kejora is taking the next step by establishing Grade 1 for children aged 7–8, with plans to grow the primary school each year up to age 12. This expansion requires significant financial support for high-quality, bilingual, nature-based education.

The Olijslager Impact Fund, part of the Dutch family-owned Olijslager Group (active for over a century in paint, construction, and industrial sectors), will partner with Kejora from 2026 to 2030. They support Kejora to strengthen its educational impact and ensure long-term growth.

The partnership will fund the purchase of the school's land, build new classrooms and green learning spaces, provide learning materials, and recruit professional teachers for all school programs. It will also expand extracurricular activities like sports, music, and creative workshops. By investing in facilities, staff, and programs, the Olijslager Impact Fund enables Kejora to deliver high-quality, sustainable education and involve families, creating lasting benefits for the Karimunjawa community.

12.4 Educational Partners

Kejora collaborates with local and international educational advisors and institutions to share knowledge and expertise. These partnerships focus on bilingual education, nature-based learning, the Indonesian curriculum, and international school practices. Through this collaboration, Kejora improves its programs, introduces innovative teaching methods, and ensures education is high-quality and culturally relevant. It also supports the professional development of the Kejora team and helps the school grow and stay up-to-date with both local and international educational trends.



12.4 Expansion of partnerships and collaborations

In the coming year, Kejora aims to strengthen and expand its network by seeking new Indonesian and international partners who share our vision for quality education, sustainability, and community empowerment. We actively explore collaborations with universities and training institutes to welcome student interns, trainee teachers, and research projects that support both learning and program development at Kejora.

Within Indonesia, we seek partnerships with foundations, companies, and government-linked programs to open new funding opportunities that can support school development, teacher training, environmental initiatives, and community outreach.

Internationally, Kejora is developing long-term partnerships with organisations interested in impact-focused travel and educational exchange. These collaborations create opportunities for responsible volunteer engagement, cross-cultural learning, and knowledge exchange between local and global experts.

By building a strong and diverse network of partners, Kejora enhances its capacity, broadens its impact, and moves closer to a sustainable and resilient future for education in Karimunjawa.





13. Financial strategy

Kejora aims for long-term financial stability by diversifying income sources, making strategic investments, and managing costs responsibly. Transparency, accountability, and alignment with the organization's mission guide all financial decisions. Kejora maintains a balanced distribution between income and expenditure and keeps a financial buffer to cover unexpected costs or temporary drops in income.

13.1 Income Sources

Kejora generates revenue through multiple channels to ensure stability.

- Student fees: Regular tuition contributions from educational programs.
- One-time donations: Towards educational equipment, classroom materials, teacher training.
- Monthly donations: Towards community activities, green learning spaces, books for our library.
- Scholarships: To support local families from a range of backgrounds and situations across Karimunjawa.
- Local business donations: Contributions from accommodations and restaurants in Karimunjawa as part of community engagement.
- Corporate partnerships: Long-term collaborations with local and international organizations aligned with Kejora's mission.
- Fundraising events: Community events such as Cultural Nights, Eco workshops, and the Bouncy Castle event raise funds and awareness.
- Merchandise sales: Branded products (e.g., shirts, caps, bracelets made from recycled materials) generate income and promote Kejora's mission.

13.2 Expenditure Principles

Kejora follows clear principles to ensure responsible and effective spending.

- Investing in high-quality teachers and materials: Skilled teachers and durable learning tools are essential for high-quality education. While cheaper alternatives may seem cost-effective, they often result in higher replacement costs and lower educational outcomes.



- Responsible and conscious spending: Whenever possible, Kejora uses eco-friendly materials, encourages in-kind donations (books, laptops, sports and art supplies, or construction materials), and leverages volunteer contributions to reduce costs.
- Preference for local purchasing: Buying locally supports the community, strengthens local ties, and reduces environmental impact.
- Long-term perspective on investments: Kejora prioritizes durable classrooms and lasting educational tools to serve multiple generations of students, ensuring long-term value and consistent quality.



13.3 Kejora Financial Plan 2026

Kejora expects structural income growth of approximately 5–10% per year, reflecting program expansion and increased partner engagement.

Program	Income (IDR)	Expenses (IDR)	Description
Preschool	150.000.000	175.000.000	Educational materials, snacks, and field trips
Primary school	100.000.000	125.000.000	Educational materials, textbooks, snacks, and field trips
Language School	75.000.000	50.000.000	Educational materials and textbooks
Other educational programs	50.000.000	75.000.000	Extracurricular activities, SHEnergy
Staff		300.000.000	Teachers, cleaner, maintenance staff, marketing & communication (incl. room rental and bonuses)
Training budget		50.000.000	Trainings, teambuilding & workshops
Operational costs and maintenance		50.000.000	Wi-Fi, electricity, water, waste, and garden maintenance
Investments in buildings and facilities		250.000.000	New classrooms, digital equipment, outdoor playground, green learning environments
Marketing and communication		25.000.000	Website and printed promotional materials
Local fundraising activities	200.000.000	75.000.000	Ecoprint, Cultural Night, Bouncy castle
One-time donations	100.000.000		
Monthly donations	150.000.000		Scholarships
Corporate partnerships	500.000.000		Olijslager & potential future partners
Overhead		5.000.000	Bank fees & organisation costs
Reserves		150.000.000	
Total	1.325.000.000	1.325.000.000	



13.4 Financial planning

Kejora's financial planning supports strategic growth while ensuring durability.

- Expansion of primary school grades: Resources, teachers, and learning materials are allocated to maintain high standards across all grades.
- New classrooms and green learning spaces: Investments focus on durable, eco-friendly infrastructure, including construction, equipment, and maintenance.
- Hiring and professional development of qualified staff: Funds support recruitment, competitive salaries, and ongoing training, workshops, and team-building activities.
- Extracurricular programs and community engagement: Budgeting ensures diverse activities in arts, sports, environmental education, and community projects are adequately funded.
- Contingency planning and reserves: A financial buffer covers unexpected costs, income fluctuations, or emergencies, ensuring continuity of programs.

13.5 Financial Risk Analysis

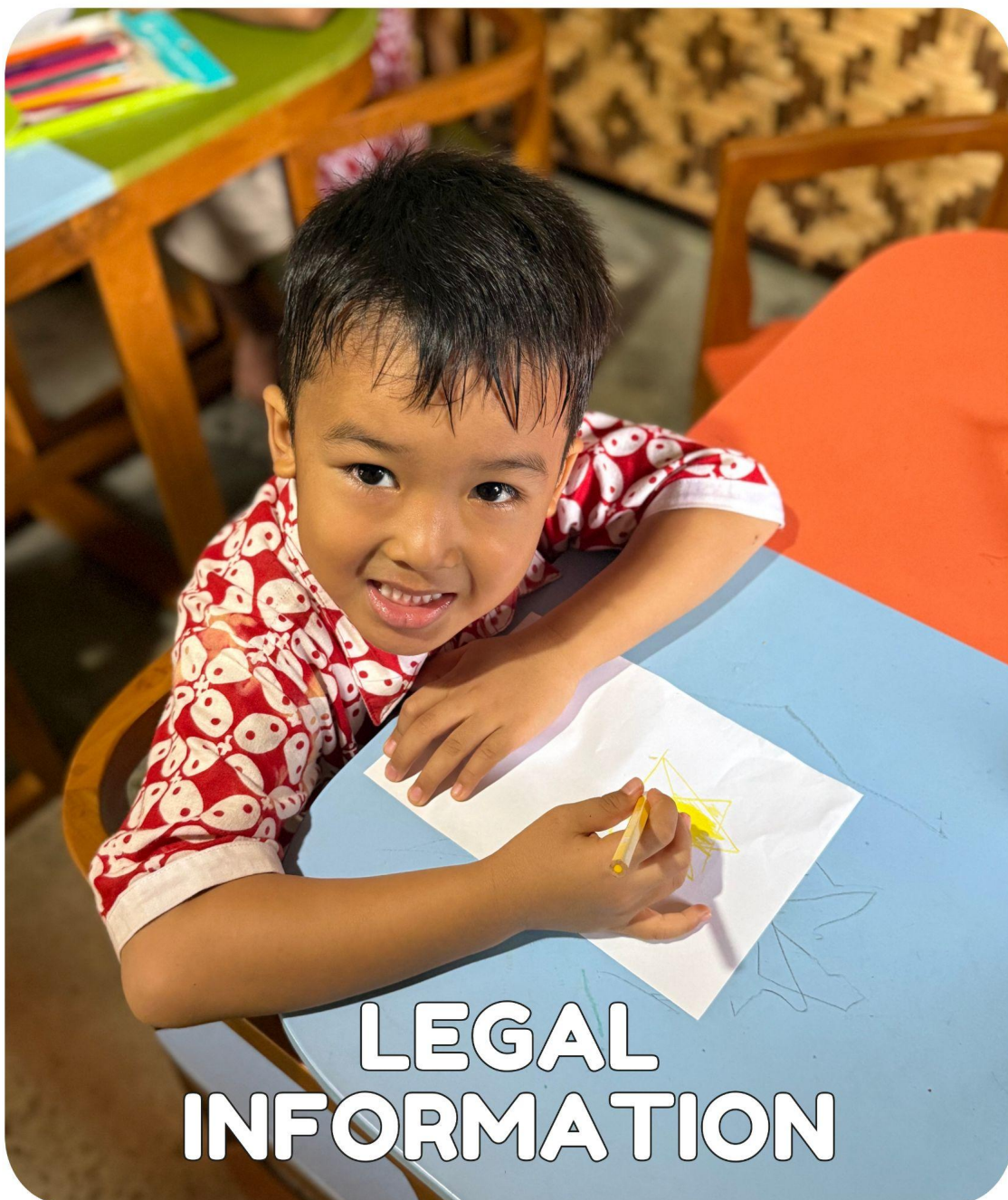
Kejora manages several financial risks.

- Decline in student enrollment: Mitigated through enhanced marketing, community engagement, and flexible program structures.
- Decrease in tourist donations: Addressed by diversifying income through local donations, corporate partnerships, and long-term collaborations.
- Reduction in local sponsorship: Mitigated by building strong relationships, encouraging in-kind donations, and working with multiple partners.
- Unexpected expenses: Covered through financial reserves, insurance, and prioritizing essential spending.
- Staff turnover or shortage of qualified teachers: Managed via training, competitive working conditions, and a network of freelance/part-time staff.
- Inflation and rising operational costs: Handled with annual budget adjustments, local and eco-friendly purchasing, and indexed tuition fees.
- Dependence on a few major partners: Reduced through income diversification and multiple partner contributions.
- Natural disasters / extreme weather: Preparedness plans, insurance, building reinforcement, and emergency funds reduce risk impact.



By diversifying income, maintaining reserves, planning for contingencies, and monitoring key performance indicators such as educational cost ratios, donor numbers, and cash flow, Kejora ensures financial stability while continuing to invest in high-quality education and community programs.





LEGAL INFORMATION



14. Legal information

The Kejora Foundation is a registered non-profit organization in both Indonesia and the Netherlands, operating under local laws. The Dutch foundation was created to help the Indonesian foundation with fundraising and to build international partnerships that strengthen Kejora's projects in Indonesia. All funds are used transparently and fully for public benefit, supporting Kejora's mission to improve education and community development in Karimunjawa.

Yayasan Kejora Karimunjawa Indonesia

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Kamer Van Koophandel 93243944

Registered on March 8th, 2024

Tax Number 866325062

Recognized as ANBI (Public Benefit Organization)





15. Get in touch

We'd love to hear from you! Questions, ideas, donations or collaboration proposals are always welcome. Together we can create more opportunities and brighter futures for the community of Karimunjawa.

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THINK BIG
ACT BIGGER

