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## **Quarterly Report: Decentralized Basic Education, Indonesia (DBE 2)**



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## I. Summary of Quarterly Results

The first quarter proved to be a successful start to the DBE 2 program. After signing the contract in April, EDC set out to achieve the task of rapid mobilization as specified in the contract. Mobilization required the immediate deployment of key personnel, securing temporary and permanent office space, establishing financial systems, drafting a workplan, hiring local staff, and coordinating with USAID/Indonesia and our DBE partners to begin project activities.

EDC initiated rapid mobilization by sending five home office staff to Jakarta to begin start-up activities-Dr. Steve Anzalone, Mr. Mike Laflin, Ms. Jessica Miranda, Mr. Carey Gormes and Ms. Andrea Osborne-Smith. EDC personnel located temporary office space in the Borobudur Hotel from which Jakarta-based activities continue to function, and initiated contact with acting CTO Jim Hope and the entire USAID/Indonesia Education Team. A series of informative and productive meetings covering management and technical activities allowed EDC to begin planning project activities and work towards achieving IR 2-improving quality of teaching and learning in basic education. This quarter saw progress through the development of a workplan, the drafting of the MoU between all three DBE partners and by collaborating with DBE 1 in developing an action plan for Aceh and beginning training activities there. EDC worked closely with USAID/Indonesia and DBE 1 and 3 partners on co-location and on expanding activities to Aceh.

Key members of the DBE 2 team worked to submit a draft workplan to USAID as specified in the contract. In July, a draft five-year indicative workplan and a year 1 detailed workplan were submitted to USAID for comments. DBE 2 is currently incorporating comments into a second draft. A final workplan will be submitted shortly. Drafting of the workplan establishes a timeline for project activities and has already set into motion early school-based management trainings in Aceh and the development of MTT selection criteria. Also included in the workplan is a detailed explanation of ICT activities for year one. Once finalized, the workplan will be a tool for ensuring that all project activities are completed in a timely way.

In late July, RTI from DBE 1, EDC from DBE 2 and Save the Children from DBE 3 finalized a MoU allowing co-location in all six project provinces. The MoU is significant in that it will promote collaboration among the three DBE components, ensuring that project activities are efficiently and effectively implemented and that project resources are maximized. Under the MoU, DBE 1, 2 and 3 will share office space in the provinces, with a lead organization charged with managing logistical operations in that province. DBE 2 is already managing operations in Semarang and Bandung. Co-location signifies advancement toward securing a lasting partnership between all DBE components and presenting a unified message to the GOI, project participants and the donor community that USAID/Indonesia is committed to improving the quality of education throughout Indonesia. While specific clauses in the MoU are still being negotiated, DBE partners recognize the value of collaboration in determining the project's overall success.

This quarter also showed first steps toward improving teacher performance as a result of in-service teacher training (SIR 2:1). Teacher Training Advisor, Penelope Flores, arrived in June and began familiarizing herself with existing donor activities, attending an MTT training

conducted by MBE in Banyuwangi. In July, she worked with School-based Management Advisor, David O'Meara and key players from DBE 1 to begin developing MTT selection criteria. DBE 2 Provincial Coordinator Annette Pipe led the project's efforts in devising cluster selection protocols. DBE 2 also provided valuable insight into the creation of selection criteria for district selection. MTT job descriptions are also in the process of being finalized and DBE 2 Provincial Coordinators are planning to begin recruitment early next quarter. A review of MBE training materials and workshops provides a foundation for the creation of DBE teacher training and will help ensure that DBE 2 is building on existing efforts to improve education quality. Planning is underway to determine the most appropriate and effective training strategy and define a format for module development. A series of meetings between USAID and DBE partners will take place in September to finalize all training guidelines and procedures.

This quarter also witnessed the first of a series of school-based management trainings held in Aceh. School-based Management Advisor, David O'Meara, traveled to Aceh in June to conduct an introductory training course designed by personnel from DBE 1 and 2, USAID and principals and teachers from selected clusters. It was implemented from July 12-14, in Diklat, Aula, Banda Aceh, and Nanggroe Aceh Darsulam. Some 75 participants attended, including principals, teachers, school committee leaders and representatives from Dinas and Bapeda. The training was planned as a starting point for Aceh-based activities and resulted in a series of positive outcomes. In addition to raising awareness of the USAID-DBE program, it reaffirmed the need for such training in Aceh. Overall, expected training outcomes were accomplished and participants responded favorably to the training. (See Annex A for more information on this training.)

## **II. Q1: Achievement on Contract Deliverables**

### **Deliverable 1:**

*Five year indicative plan and annual work plans prepared in consultation with DBE 1 and 3 partners, other education donors, partners and stakeholders.*

- Work plan developed and submitted to USAID for approval.
- USAID comments incorporated into second draft; draft to be submitted early next quarter.

### **Deliverable 2:**

*Establishment, staffing and functioning of Central and Provincial Offices.*

- Central office space procured in the Jakarta Stock Exchange Building, with build-out initiated and set to be completed by the end of September.
- All long-term senior level staff have relocated to Jakarta, are mobilized and working full-time.
- An Administrative Assistant has been hired and trained and is working full time, and other local staff, including a Public-Private Alliance Specialist for Local Partnerships accountants, and other admin staff have been identified and are in the process of being hired. An M&E Specialist has been approved by USAID and is being hired. Provincial coordinators have posted jobs in local newspapers to begin the recruiting of financial and support staff in the provinces.

- Provincial office spaces in all five provinces have been identified and provincial coordinators have relocated to their sites. Leases for DBE 2 managed offices in Semarang and Bandung are being negotiated and once leased are signed renovation will begin.
- In Aceh operations are being conducted out of the pre-existing Save the Children office while a permanent space is secured. In June, School-based Management Advisor, David O’Meara coordinated initial training activities in Aceh. Recruitment for a permanent Provincial Coordinator is currently in progress.

**Deliverable 4:**

*Performance Monitoring Plan and a Results Framework for Program Objective 2 activities, specifying indicators and baseline date and targets-and requisite monitoring arrangement-to measure and report progress at both activity and Program Objective level and contribution to the SO, Improved Quality of Basic Education.*

- Performance Monitoring Plan (PMP) and results framework drafted. Drafts will be submitted to USAID early next quarter.

**III. Q1 Description of Activities:**

This section of the quarterly report is organized into three main categories: management activities, technical activities and challenges. It provides more details about the activities implemented and the results achieved over the course of the quarter.

<b>Quarterly Activities</b>	
<b><i>Management Activities</i></b>	
<b>1. Office and Operations</b>	<p>1. EDC signed a lease for office space on the 14<sup>th</sup> Floor of the Jakarta Stock Exchange and has contracted Procon to begin renovations. Renovations are expected to be completed by mid September. In the interim, EDC will continue to operate from its temporary quarters at the Borobudur Hotel.</p> <p>2. Provincial offices in five of the six provinces are identified and leases are currently being negotiated. In Aceh, DBE 2 is temporarily functioning in Save the Children’s existing office until it identifies a permanent residence. In DBE 2-managed offices in Semarang and Bandung, PCs are in the final stages of lease negotiations and it is anticipated that leases will be finalized by the end of August.</p> <p>3. Two of the three DBE partners in Jakarta have signed a MoU on co-location, and the third is in the process of signing. The MoU will be enacted shortly, and is already serving as a guide for the planning of provincial offices’ startup activities. The MoU states that co-location of DBE components will occur in the Provincial Offices, with each organization taking a lead in managing the operational costs associated with each office. EDC is managing</p>

	<p>operations in Semarang and Bandung where Provincial Coordinators, Vincent Costa and Raden Dunbar are ensuring that project activities are effectively implemented in coordination with DBE partners and that information flows smoothly between these provinces and Jakarta.</p>
<p><b>2. Staffing</b></p>	<p>1. All long-term senior staff has been hired and are posted in Jakarta. This includes: COP, Michael Calvano; Operations Manger, Tyler Benson; Teacher Training Advisor, Penelope Flores; School-based Management Advisor, David O’Meara; ICT/Open University Advisor, Arief Sadiman; and Public-Private Alliance Advisor for Local and International Partnerships, Thomas Chesney. With support from USAID/Indonesia, Arief Sadiman was successfully seconded from the Open University and has begun advising the DBE 2 team on developing the Open University component of the project.</p> <p>2. Hiring of local staff is in process and two key staff members have been hired: Project Assistant, Yulia Dwirini and Monitoring and Evaluation Specialist, Suluh. Job descriptions for financial personnel have been posted in the Jakarta Post and EDC has conducted several interviews. It is anticipated that all financial staff will be hired by early September. International Field Services Manager, Carey Gormes, and Home Office Accountant, Kelli Barnes, will travel to Jakarta to train Jakarta and Provincial accountants in Quick Books and other EDC financial operations. Operations Manager, Tyler Benson developed an accounting test to screen all potential candidates. DBE 2 is committed to securing financial accuracy, accountability and transparency.</p> <p>3. EDC Legal Council has worked to create a local employment contract that complies with all Indonesian labor laws and is translated into Bahasa Indonesia to be used in the hiring process. A benefits provider has been identified and a complete benefits and salary package is being negotiated to facilitate hiring.</p> <p>4. EDC has finalized a policies and procedures manual that will drive administrative decisions in the field. The manual was compiled in collaboration with EDC Legal and HR departments as well as with the COP and Operations Manager.</p>
<p><b>3. Communications</b></p>	<p>1. EDC Chief Technical Officer, Bob Spielvogel traveled to Indonesia in July to set-up a communications system which will enable provincial-based staff to easily communicate on both programmatic and financial issues with Jakarta. A series of meetings with DBE partners and infrastructure providers helped determine the IT equipment and infrastructure necessary to support accurate and transparent financial transactions, facilitate reliable communication between Jakarta, provincial offices and DC, and ensure effective and efficient implementation of activities. IT representatives from the 3 DBE projects met to discuss IT and telecomm issues related to the draft MOU between the three DBE’s. Various options for how to handle network servers, security of systems, bandwidth requirements, responsibilities of each lease holder, responsibilities of the lessees, and job functions for office-based IT personnel were discussed. These discussions resulted in language submitted for inclusion</p>

	<p>in the MOU. The outcome of these discussions resulted in a series of recommendations for what the leaseholder will provide in each province. (See Annex C for more information).</p> <p>2. Mr. Spielvogel also met with a variety of IT suppliers and telephone providers to determine which services were most appropriate for DBE 2. Telecomm and internet needs for the Jakarta office were discussed with PT. Artha Telekomindo, and mobile phones for vehicles, two-way radio possibilities for remoter areas, and Motorola’s WiMax solution (Canopy) for the testbed area were discussed with PT. Motorola Indonesia. Follow-up meetings are in progress.</p> <p>3. A communications system between the Field and Home Offices has been established, with the Operations Manager compiling a daily email highlighting all relevant managerial and technical information to which the Home Office responds. EDC has found that this information sharing is ensuring that the Home Office is fully supporting and meeting all the needs of the Field Office. In this early start-up phase, open and transparent communication is critical to overall mobilization.</p> <p>3. Communications between USAID and other DBE implementing partners are facilitated by weekly COP meetings. Chief of Party, Michael Calvano, arrived in July and has attended several meeting. Prior to his arrival, acting COP Steve Anzalone for EDC and Francy Hays for AED attended on behalf of DBE 2.</p> <p>4. EDC attended a DBE Communications meeting with USAID/Indonesia’s Communications and Outreach Specialist that will ensure DBE 2 is in compliance with all communication requirements as established by USAID/Washington. DBE 2 now designed and printed both business cards and letterhead that meet these requirements.</p>
<b><i>Technical Activities</i></b>	
<p><b>4. Teacher Training Workshops</b></p>	<p>1. Draft selection criteria for MTTs as well as protocols for selecting clusters in the five provinces have been developed. Ms. Flores also reviewed MBE materials and observed an MBE teacher training workshop in order to have a foundation upon which she shaped MTT and cluster selection criteria. MTT recruitment will begin shortly.</p>
<p><b>5. School-based Management Workshops</b></p>	<p>1. School-based Management Advisor, David O’Meara conducted the first principal training workshop in Aceh. Overall the training was successful and expected training outcomes were accomplished. A workshop evaluation indicated that participants: understand USAID-DBE implementation and structures; can identify good teaching and learning practices; are more familiar with a competency based curriculum, its structure and proposed implementation; are developing an understanding of a shared leadership within schools; are becoming more aware of school personnel roles and the professional relationships between them; are becoming more aware of the</p>

	<p>internal and external support systems that are available to schools; and are examining ways to implement clusters. Participants responded favorably to the training as well, with 96% rating it in the top two categories and 79% rating it in the highest category of excellent. Participants particularly appreciated the skills of the trainers (91% excellent), the quality of the materials (86% excellent) and the methods/strategies used (87% excellent). Key results of the training included:</p> <ul style="list-style-type: none"> <li>▪ Uniting representatives of a school to become a closer team to enable discussions on support and improvement;</li> <li>▪ Completing DBE school profiles to be used for baseline data collection;</li> <li>▪ Providing participants an opportunity to conceptualize their team relationships;</li> <li>▪ Recognizing the value of community participation in building participation in school committees;</li> <li>▪ Providing certificates to participants with Dinas accreditation for 30 hours.</li> </ul> <p>Training outcomes also ensured that participants were:</p> <ul style="list-style-type: none"> <li>▪ aware of USAID-DBE, its aims, structure and expected outcomes;</li> <li>▪ understand the initial framework for participating in School-Based Management and Pedagogy;</li> <li>▪ considering cluster implementation;</li> <li>▪ aware of community participation methods and expected outcomes;</li> <li>▪ supported through PSFA with resilience training.</li> </ul>
<b>6. Evaluation</b>	<p>1. Short-term technical advisor and evaluation specialist, Karen Teitjen traveled to Jakarta in July to work with DBE 2 COP, Michael Calvano and other key staff to draft a Performance Monitoring Plan (PMP) that covers all DBE 2 activities. A results framework is also being finalized. Drafts will be submitted to USAID early next quarter.</p>
<b>7. Workplan Development</b>	<p>1. A team from EDC traveled to Jakarta in July to draft a 5-year indicative workplan and a year 1 detailed workplan that were submitted to USAID at the end of the month. A second draft of the workplan is being prepared based on initial feedback from USAID.</p>
<b>8. ICT</b>	<p>1. Bob Spielvogel initiated conversations with a variety of potential ICT project partners and identified possible WiMax test sites in schools in Bandung. Mr. Spielvogel, DBE 2 provincial coordinator, Raden Dunbar, and provincial coordinators from DBE1 and 3 met with district education officials and religious affairs staff at a school that has been identified as a testbed for the WiMax activities. While this was an exploratory meeting since no official announcement of the district's inclusion in the DBE program had been made yet, these officials indicated that they were interested in participating in the project and would be willing to work with the PCs to ensure that the program could move forward in the area. A public primary school and a nearby Madarasah also appeared to be good locations for demonstration projects and both schools serve as head school for their respective clusters, making them good candidates.</p>

	2. In meetings with Motorola Indonesia to discuss mobile phones for vehicles, two-way radio possibilities for remoter areas, and Motorola's WiMax solution (Canopy) for the testbed area, Mr. Spielvogel explored the possibility of proceeding with a public-private alliance. Motorola indicated that they are able and willing to help provide both WiMax solutions and operational communications for DBE 2 staff.
<b>9. University Partnerships and Fellowships</b>	1. Arief Sadiman joined the DBE 2 team after being successfully seconded from the Open University. He traveled with Penelope Flores to initiate a university assessment in Aceh where they are evaluating the Syiah Kuala University's teacher training program.
<b>Challenges</b>	
<b>10. Hiring Local Staff</b>	1. General delays in procuring an office space in Jakarta led to an overall delay in hiring local staff. Without an office space, an organization cannot obtain a letter of domicile which is necessary for becoming a legal entity capable of hiring local personnel. While EDC now has the letter of domicile, hiring was slowed, especially hiring of key financial staff. EDC is overcoming this challenge and all local personnel are expected to be on board by early September. A bank account will be opened by mid August

#### IV. TDYs:

<b>Name</b>	<b>Organization</b>	<b>SOW</b>
Steve Anzalone	EDC	Acting COP for 2 months, project start-up
Mike Laflin	EDC	Introduction of EDC to USAID/Indonesia
Jessica Miranda	EDC	Project Start-up: hiring local staff, securing office space, creating policies and procedures manual
Carey Gormes	EDC	Project Start-up: vehicles/equipment procurement, securing office space, identifying benefits providers, establishing financial systems, opening bank accounts
Andrea Osborne-Smith	EDC	Project Start-up: creating annual work plan, providing operational and programmatic support
Lindsay Crinklaw	EDC	Project Start-up: drafting job descriptions, visa processing, providing operational support
Bob Spielvogel	EDC	IT needs assessment in Jakarta, set-up IT infrastructure for Jakarta and Provincial Offices, initiate discussion of feasible ICT interventions with project and potential private sector partners.
Frank Method	RTI	Project start-up for RTI, coordination with DBE 1
Francy Hays	AED	Acting COP for 2 weeks, project start-up for AED, team building with expatriate staff
Douglas Boudreau	AED	Establishing financial systems for AED, providing operational support

Karen Tietjen	EDC	Development of final performance monitoring plan for project monitoring and evaluation
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## **V. Annexes:**

**Annex A:** *M & E Report Principal Training Aceh, DBE Component 2: Package 1*

**Annex B:** *DBE2 Draft Year 1 Workplan*