



## Decentralized Basic Education 1: Management and Governance

# Review of Materials on Education Planning, Management and Governance

**DBE 1**

Programs and Approaches  
Lessons learned  
Good Practices

**DARI MASYARAKAT UNTUK SEKOLAH**

**Panduan Rencana Pengembangan Sekolah & Rencana Pengembangan Madrasah**

**SD Enrekang Jadi Tujuan Studi Banding**

**Quality Education through Planning, Management and Governance**

2005 2010

## DBE 1 Special Report

June 2007

This report is one of a series of special reports produced by Research Triangle Institute (RTI), Implementing Partner for the USAID-funded Improved Quality of Decentralized Basic Education (IQDBE) program in Indonesia



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## I. Executive Summary

This report details progress on the development and dissemination of good practices and approaches developed by the Decentralized Basic Education project, DBE1 in the period April 2005 to June 2007.<sup>1</sup> The report takes a broad approach and includes within its scope manuals, training materials, reports, films, brochures, newsletters, posters, press coverage and other material produced by DBE1 to support replication by stakeholders (potentially including schools, consultants, districts, provinces, media, universities and other providers). This also covers material published in mass media including national, provincial and district newspapers.

To date, DBE1 has produced 105 reports, 106 manuals of various kinds, 181 sets of training materials and presentations, 29 training modules, and five provincial newsletters (See Appendix 2 for a complete listing). DBE1 has also routinely contributed to the newsletter produced on behalf of the whole project by DBE3.

DBE1 manages a project website where a large body of material is published including manuals, reports and success stories. Project reports are also available online; currently nine quarterly reports have been published together with 78 weekly or bi-weekly reports. In the first six months of the current year (January-June 2007) the site recorded some 76,259 hits. The page request rate has steadily climbed over this period. Of these the most active month was June with 17,050 pages sent.

During the reporting period, the project has been featured in 127 newspaper articles, in many cases highlighting good practice. Many of these are also published in on-line versions.

To place all of this within a strategic context, the report explains the approach being taken by the project to support replication - and especially the role of media and publications. Examples of good practice are included, focusing on both specific technical approaches, such as the very successful school/*madrrasah* development planning approach, and more general lessons learned about successful practice. In this context a list of previously published lessons learned is included.

Examples of materials produced are provided in Appendix 1 and a complete list is included in 2. The report concludes with some comments on future directions and plans for further production of materials to support replication of good practices.

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<sup>1</sup> This is the first report for Deliverable 12 under U.S. Agency for International Development (USAID) Contract Number 497-M-00-05-00029-00 for the period April 2005-June 2007. Deliverable 12 is 'Materials on local government planning and management of education services, as well as participatory community school management practices, singling out best practices and lessons for replication based on experience'.

## II. Introduction

This report details progress on the development and dissemination of good practices and approaches developed by the Decentralized Basic Education project, DBE1 in the period April 2005 to June 2007.<sup>2</sup> The report takes a broad approach and includes within its scope manuals, training materials, reports, films, brochures, newsletters, posters, press coverage and other material that DBE1 has produced - or is producing - to support replication by stakeholders (potentially including schools, consultants, districts, provinces, media, universities and other providers). This includes materials jointly prepared with other components (DBE2 and DBE3) and material published in mass media including national, provincial and district newspapers.

To place this within a strategic context, the report explains the approach being taken by the project to support replication - and especially the role of media and publications. Examples of materials produced are provided and a complete list is included in Appendix 2. The report concludes with some comments on future directions and plans for further production of materials to support replication of good practices.

## III. Good practice

Singling out best practice requires an agreement on what is meant by the term 'best practice' and how we can identify it.

The term 'good practice' is used in this report in preference to 'best practice'. Whilst the latter implies an objective measure of what is 'best', suggests that there is little room for further improvement and that there is only one answer, one 'best' approach, the former is more modest and open-ended.

Good practice in DBE1 is defined through reference to international research, reports on previous and concurrent projects in Indonesia, including the USAID-funded MBE project, and lessons learned through our own project experience and M&E systems. Practices and approaches which appear to meet stakeholder needs and achieve the objectives of the project to improve management and governance and increase quality of basic education in efficient and effective ways are regarded as good practice.

The experience of DBE1 to date has produced a number of examples of good practice which have been promoted through the publications and strategies described in this report. These may be categorized as (1) general approaches and lessons learned and (2) specific programs and approaches.

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<sup>2</sup> Under Contract No. 497-M-00-05-00029-00 (Task Order under GSA MOBIS No.GS-10F-0097L), RTI is required to deliver materials on local government planning and management of education services, as well as participatory community school management practices, singling out best practices and lessons for replication based on experience (Deliverable 12).

## **General approaches and lessons learned**

The following general approaches and lessons learned are based not only on the DBE experience but on that of earlier projects including the Managing Basic Education (MBE) project. Variations on this list have been published in a number of forums including the *DBE Newsletter*, *Mitra Pendidik*, an article published in *BaKTI News* and a paper presented at the *Regional Symposium on Islamic Education*, held in Jakarta, July 2007.

### *1. Learn the lessons of other projects*

The USAID DBE program builds on earlier and concurrent programs in Indonesia including Managing Basic Education (MBE – USAID), Creating Learning Communities for Children (CLCC – UNICEF and UNESCO), the Basic Education Project (BEP, World Bank), the Indonesia-Australia Partnership for Basic Education (IAPBE – AusAID) and NTT Primary Education Partnership (NTT PEP - AusAID). This has enabled DBE to learn earlier lessons, and to follow established best practice.

### *2. Ensure the program meets political and government needs*

DBE is not attempting to introduce foreign approaches or policies. The policies embodied in Indonesia's reformed Education Act (*UU No 20/2003 tentang Sisdiknas*), the regional autonomy laws (*UU No. 32/2004 tentang Pemerintahan Daerah*), the National Education Standards (*PP No 19/2005 tentang Standar Nasional Pendidikan*) and the 2004 and 2006 Competency-Based Curriculum are themselves based on international best-practice. The challenge for Indonesia's education system is not in the policy framework but in the capacity to implement these policies and to take local contexts into account.

DBE is meeting the needs of government at the national, provincial and local levels. The program is expressly designed to assist the Indonesian Government to implement its own policies. Under the new electoral system, many recently elected district heads and legislators have come to power on a platform which includes education as a focus. DBE is able to help these politicians fulfill their election commitments.

In these ways, the program is needs-based. It meets the needs of government and other primary stakeholders to implement policy in the education sector and improve quality. It meets the needs of communities for a better education; for a greater say in how education is designed and delivered at the local level. It meets the needs of teachers to upgrade their qualifications in line with the national service standards. And, ultimately, it meets the needs of children for a more relevant and effective education.

### *3. Integration of madrasah*

The most effective and efficient means of improving quality in *madrasah* and Islamic schools is to integrate these into existing systems for quality improvement and management of general schools. This is not to say that *madrasah* do not have special characteristics and special needs, but that those needs are best met through integration.

The big challenges for *madrasah* identified above - financial and resourcing challenges, staffing and professional development challenges, and systemic management and governance challenges – are all best met through an approach which integrates *madrasah* into the mainstream, whilst maintaining the special Islamic character and objectives of this group of schools.

Programs like DBE1 can help advocate for the inclusion of *madrasah* and Islamic schools within district planning and prioritizing. Support for district level strategic planning (*Renstra SKPD*) should help ensure that Islamic sub-sector is not only represented but, where appropriate, prioritized. The routine inclusion of *madrasah* in cluster teacher training activities (*KKG* and *MGMP*) is one important step. The inclusion of district-level officials and supervisors from MoRA in Steering Committees and Technical Teams for the project is also a crucial step.

#### 4. *Work within the system*

The program operates within existing systems and institutions, working to build the capacity of these rather than develop project-specific structures. Examples include using the existing school cluster system and teacher working groups at elementary school level and *MGMP* teacher groupings at junior-secondary level as a basis for teacher in-service training. In the districts, the focus is on strengthening existing institutions such as local parliament (*DPRD*), Education Boards, MoRA and MoNE offices.

DBE works with schools and *madrasah* and their communities to improve the quality and relevance of education planning at school level, and with district stakeholders at district level; again working to improve the existing system rather than replace it. Another example of this approach is the way in which the program works with MoNE and MoRA school supervisors as facilitators. By working in partnership with local stakeholders, the program aims to build local capacity and long-term sustainability.

#### 5. *Go deep not broad*

The DBE approach, building on similarly successful approaches with the CLCC, MBE, and IAPBE projects, is to work intensively with a focused group of schools and *madrasah* at school and cluster level. At the same time, the program strengthens the capacity of district and sub-district level government to improve education on a broader scale.

Put another way, the program goes deep and aims for substantial change in a small number of target schools, *madrasah* and communities, rather than going broad and aiming for a thinner, less significant change. This is why the early take-up by district governments committing their own funds to replicate the program is so encouraging.

This principle reflects another lesson from educational reform efforts elsewhere. The program works with whole schools and in school clusters. Taking individual teachers out of their schools for training rarely results in substantial or lasting change in practice. DBE training is ongoing and developmental. Teachers, principals, supervisors and community members attend multiple training events. In between these activities, they work on implementing new practices in their schools and

classrooms and are supported with on-the-job training and mentoring by district facilitators.

#### *6. Provide technical assistance not cash grants*

No cash grants are provided to schools/*madrasah* or stakeholders. Support is provided in the form of technical assistance, so lack of funds cannot become a barrier to replication for schools, *madrasah*, local governments and stakeholders. Replication takes off so early when the process is making sense to them.

This is a key change from earlier projects which typically provided block grants to schools and *madrasah* to enable them to implement reforms. Since the advent of central government funded BOS funds, project-sourced block grants are no longer necessary. Such grants only serve to build project-dependency and hinder sustainability and replication efforts.

#### *7. Support district autonomy*

Although DBE coordinates closely with the central and provincial government, there is less involvement from these levels in implementation, which gives the districts more space to maneuver and allows the program to adapt to the context and dynamics in each district. There is less vertical and more horizontal learning at almost all levels of intervention. The program implementers work hard and allow time to consult effectively with local stakeholders.

Again, in this context, it is vital that the Islamic and general schooling sub-sectors are integrated, that mutually supportive links are established, and that improving the quality of education for all children is made a district priority – regardless of what kind of school or *madrasah* they attend.

### ***Specific programs and approaches***

Among others, the key DBE1 approach that can be described as good practice and has been promoted for replication is the School and Madrasah Development Planning (*RPS / RPM*) approach. Details of how to replicate *RPS/RPM* have been set out in a special manual currently being distributed to districts and interested stakeholders including Muhammadiyah and other private school networks.

Key elements of the DBE1 approach are the inclusion of all stakeholders in the process, providing staged training at the cluster level and intensive mentoring at the school level, the ten steps and the four stage planning process itself, the commencement of the process with study-tours to reference schools, and the involvement of key district level stakeholders in the process throughout.

Although some variety exists, reflecting local practices and preferences, the DBE1 approach to school development planning generally follows the following ten steps:

*Step One:* Following the selection of school clusters and District Facilitators, each school and *madrasah* forms a School or *Madrasah* Development Planning Working Group (*KK-RPS* or *KK-RPM*). The group includes the principal, one or two teachers and one or two community representatives. The process of establishing the working groups should involve open consultation with school stakeholders.

*Step Two:* The working groups receive two days training from DBE2 at cluster level introducing basic concepts of active learning – sometimes termed *PAKEM* (*Pembelajaran yang Aktif, Kreatif, Efektif dan Menyenangkan*).

*Step Three:* The working groups undertake a structured two or three-day study tour to visit schools or *madrasah* which have undergone project-supported reform, generally in neighboring districts. The development of reference schools and structured study tours has proven to be a remarkably successful strategy, creating a significant momentum for change – and is now being replicated by at least one districts using APBD district funding.

*Step Four:* District Facilitators receive four or five days training (TOT-1) to enable them to facilitate the process of school/*madrasah* development planning.

*Step Five:* The working groups attend three days of cluster-based training to introduce the first two phases of school/*madrasah* development planning.

*Step Six:* The working groups gather data to complete school/*madrasah* profiles and analyze these to determine school development needs. District Facilitators visit schools to facilitate this process.

*Step Seven:* District Facilitators receive a second round of three or four days training (TOT-2) to enable them to facilitate the next steps of school/*madrasah* development planning.

*Step Eight:* The school/*madrasah* working groups attend a second three days of cluster-based training to learn and apply the final two phases of school/*madrasah* development planning.

*Step Nine:* The working groups hold school-level community consultation events to enable all stakeholders to participate in the process and voice their aspirations for the school/*madrasah*. Programs and budgets are developed. District Facilitators visit schools to facilitate these processes and the finalization of school/*madrasah* development plans.

*Step Ten:* The working groups attend a third one-day activity to finalize their school/*madrasah* development plans and present these to a district-level forum attended by key stakeholders from the Technical Team, other stakeholders and senior officials – and sometimes principals and representatives of other schools and *madrasah*.

The four-year school/*madrasah* development plans then provide the basis for finalizing annual school budgets (*RAPBS/M*) and implementing reform programs with the aim of improving quality. They also provide input to the district policy and planning process, outlining clearly the current conditions, needs, aspirations and priorities of a sample of schools and *madrasah*.

Further support is provided by the project during the first year of implementation, culminating in a workshop for updating the plans and reporting on the experience and outcomes to the district Technical Team and stakeholders at the end of the year.

This process is supported by a series of training events for school/*madrasah* committees to strengthen their role, together with training in participative leadership for school/*madrasah* principals.

In addition, collections of stories outlining successful engagement of schools with communities have been collated and are currently being distributed to districts, schools and interested stakeholders.

## IV. Replication

### ***Defining replication***

We define replication for the purposes of the project as the implementation of programs, approaches and good practices from DBE by stakeholders using their own resources.<sup>3</sup>

Successful replication is ‘owned’ by the stakeholders. The role of DBE1 is to promote and support replication, especially in the initial stages, through (1) documentation and publication of good practice, and (2) provision of materials, guidance and limited technical assistance, to help ensure that the process is effective and the outcome is good quality.

Replication is defined as the implementation of programs, approaches and good practices from DBE by stakeholders using their own resources.

Ultimately replication may occur completely independently of DBE. In this sense, the term ‘replication’ can be misleading with its suggestion of ‘cookie cutter’ duplication of the program. A better term might be ‘mainstreaming good practice’ which allows that stakeholder agencies which take up and ‘replicate’ good practices and aspects of the DBE program will make it their own, do it in their own way, and give it their own context-specific flavor and slant.

Replication cannot be dictated or controlled by the project. Stakeholder agencies will themselves determine which aspects of good practice and DBE1 programs they wish to replicate, if any – and how they will fund and implement these.

### ***The strategic context***

DBE’s core strategy is to provide intensive support to a limited number of districts, and schools/*madrasah*/NFE institutions within those districts, in the hope that the program will meet their needs and districts and stakeholders will replicate and expand

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<sup>3</sup> Replication is described in the DBE1 Task Order under the ‘Task and Activities’ section as follows: ‘The Contractor will ensure that best practices under this Contract are replicated and that results are thoroughly documented.’ (p.12)

the program using their own resources creating a far greater impact. This is what is meant by the term ‘replication’. This concept of replication is closely aligned to sustainability.

Whilst, as outlined in the Contract, the key stakeholders in this context are district governments, and especially *Dinas Pendidikan*, others may include *yayasan* and non-government school networks, provincial *Dinas Pendidikan*, *Departemen Agama*, private enterprise, and service-providers such as *LPMP* and universities. Individual schools or clusters of schools may also opt to replicate good practice from DBE1 using their own resources.

In a sense, we are in a marketplace. Districts and other stakeholders will only ‘buy’ our programs if they believe they meet their needs and are affordable. The fact that districts are already replicating elements of DBE1 is a very positive sign.

### **Replication agents**

The Contract outlines three main ways in which replication will be supported:

1. *At the district level* the Project will work with local government, including Education Offices (*Dinas Pendidikan*), Religious Affairs offices (*Departemen Agama*), Regional Planning and Development Boards (*Bappeda*), Education Boards (*Dewan Pendidikan*), and local legislature (*DPRD*) to ‘...spread knowledge about and familiarity with improvements achieved with USAID assistance, and to ensure broader implementation within the district’. (p.12)
2. *At the school cluster level* the Project can utilize DBE2-supported Cluster Learning Resource Centers (*Pusat Sumber Belajar Gugus* or *PSBG*) to disseminate materials promoting replication of good practice.
3. *At the national and provincial levels*, good practice can be promoted through:
  - donor coordination groups
  - national GOI agencies
  - provincial GOI agencies
  - professional associations
  - associations of local governments
  - other information and dissemination networks.

The Contractor is also encouraged to ‘...propose additional ways to help create and support local government capacity to replicate improvements and best practices among sub-districts and districts.’ (p.13)

The main agent of replication is likely to be district government and particularly *Dinas Pendidikan*. The main source of funding is likely to be district budgets (*APBD*) or combined school (*BOS*) and *APBD* funding (i.e. school improvement programs negotiated between districts and schools). Whilst the main agent for replication – and therefore the main target audience for published materials - is local government, it is

important to identify other potential agents for replication in order that materials can be produced and disseminated with the full range of audiences in mind.

Other potential agents of replication that are listed in the Contract or have become evident in the course of project implementation include the following:

1. *Schools themselves, either individually or in clusters:* Schools can use BOS funds for professional development and school improvement. Acting either individually or, better yet, in clusters, schools may opt to allocate and pool funds for training using DBE1 approaches and materials.
2. *District Education Boards: Dewan Pendidikan* have received central training and funds (Rp80mill in 2007) to provide training to school committees. Some have already expressed interest in using DBE1 material and approaches integrated with the national approach.
3. *Sub-districts:* Local school supervisors or sub-district officials – particularly where they have been trained by the project as District Facilitators - may take an independent initiative to conduct training in non-target schools and neighboring school clusters. This is already taking place in some areas.
4. *Provincial government agencies:* DBE1 may be able to align to provincial programs. For example, in South Sulawesi the province has provided training in school development planning to ‘*sekolah unggulan*’ in each district. Some provinces have expressed interest in supporting replication of DBE1 to non-target districts.
5. *Service Providers:* Replication may be effectively promoted through support to build the capacity of service-providers and integrate the DBE1 approach and materials into training provided by *LPMP; P4TK, Diklat (District), Diklat (Balitbang), MDC (Madrasah Development Centers)* and/or universities (in-service and pre-service) – and through facilitating the linking of service providers to users in the districts.
6. *Private enterprise:* Public-Private Alliances; collaboration with industry, particularly resource industries in remote areas, provides strong potential for replication (e.g. BP Migas and Freeport in Irian Jaya)
7. *Non-government school networks: Muhammadiyah, Ma’arif (NU), DDI,* Catholic and Christian *yayasan* and school networks are already expressing strong interest in replicating aspects of the program.

All of these groups and agencies are thus target audiences for materials produced to support replication.

## V. Materials to support replication

Two types of materials are produced to support replication based on experience:

1. Manuals and training materials on
  - local government planning and management of education services, and
  - participatory community school management practices; and
2. Publications singling out best practices and lessons learned

### ***Manuals and training materials***

DBE1 supports replication by publishing and providing manuals and training materials.

### **Manuals**

Perhaps the most significant means of supporting replication through publications is to produce manuals – simple, practical and user friendly guides to replicating the good practice of DBE1. To date DBE1 has produced 106 manuals including 39 ‘official’ manuals published at national level and 67 ‘blue-print’ manuals published by provincial offices to meet local needs. In addition, some 29 training modules have been produced; 24 at the national level and 5 at the provincial level. See Appendix 2 for a complete listing of publications. In some cases, the provincial publications are taken up and become part of the national material disseminated to all provinces and used in all districts.

At the national level, the project has produced a series of manuals on School Development Planning (RPS), Public-Private Alliances, Community Participation and strengthening the role of School Committees, Capacity Development Planning for District Education Offices, and Preparation and Implementation of ICT Grants. These materials have been provided initially to districts where DBE1-trained facilitators are able to use them to deliver training and mentoring in non-target schools and sub-districts.

These manuals have been developed participatively with national stakeholders and in some cases are endorsed by appropriate government authorities.

An integrated packet or ‘box set’ of basic training / mentoring (*pendampingan*) materials to support replication is being trialed in South Sulawesi. This box-set includes an introductory booklet providing advice on replication and use of the materials plus manuals for core initial programs from DBE1, DBE2 and DBE3 including study-tours, school development planning, introduction to active learning, school committee modules and DBE3 basic foundation modules.

## Training Materials

In addition to manuals, a wealth of training material has been produced (210 items at last count<sup>4</sup>). This includes nationally produced training modules, disseminated to all provinces and used in all districts, and materials produced at provincial and district levels which are often more ephemeral in nature but nonetheless are routinely shared with stakeholders and become the basis for replication of DBE1 approaches and good practices.

In the first category of nationally produced training materials is a set of 22 training modules for strengthening school committees. These modules have been successfully used by local school supervisors (*pengawas*) who receive training and support from the project as District Facilitators and deliver the training independently to groups of school committee members at school level.

The second category – locally produced materials – includes over 115 PowerPoint presentations, instruments and other support materials (not including multiple versions of similar presentations). The listing included in Appendix 2 does not include internal documents such as training plans (TORs) or training reports. Other materials produced include posters, brochures, instruments and guides for use in training activities.

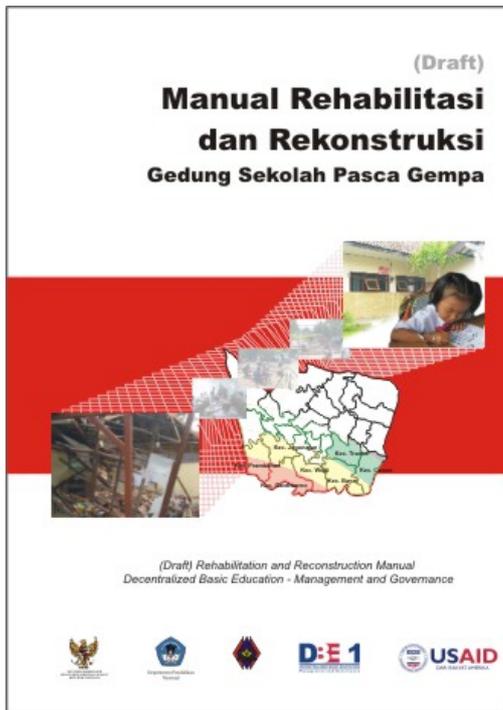
Not included in these totals or listed in the attached appendix are administrative materials, some of which are also used as templates for replication, such as draft Memorandum of Understanding (MOU) or Terms of Reference (TOR) for Technical Teams of Steering Committees.

All of these materials are available to stakeholders for use to support replication. Some examples are provided on the following pages.

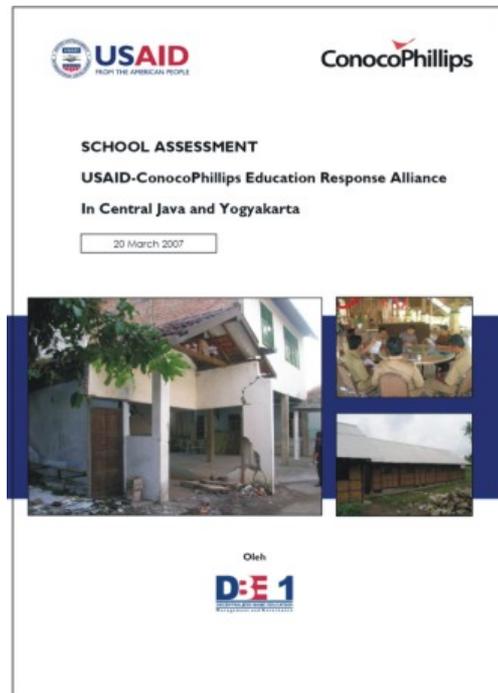
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<sup>4</sup> See Appendix 2

Sample manuals and materials produced by DBE1 in the initial phase of the project



Rehabilitation and Reconstruction Manual; School Buildings Post Earthquake, Nov.2006



School Assessment USAID-ConocoPhillips Education response Alliance in Central Java and Yogyakarta, March 20, 2007



Manual: School Development Planning & Madrasah Development Planning, 2007

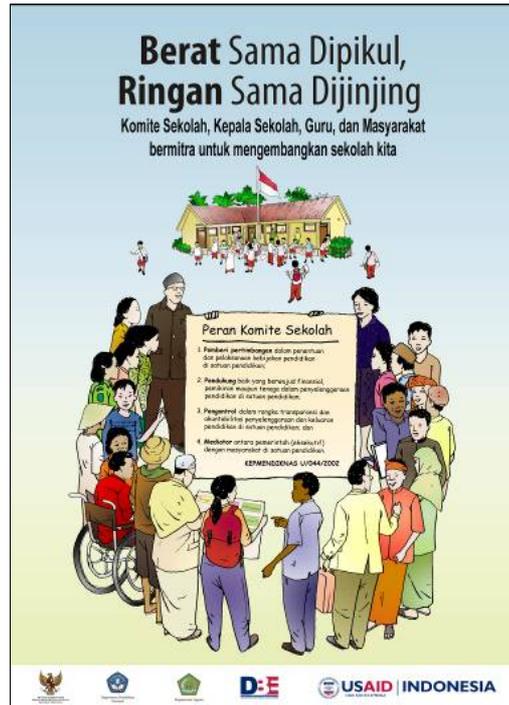


Manual: How to Prepare a Capacity Development Plan for the Education Office Feb 2007

Sample posters published by DBE1



Strengthening the School Committee; to improve student learning, 2006



Heavy to Lift Together, Light to Carry Together; School Committee, School Head, Teacher and Community partner to develop our school

Sample PowerPoint presentations produced and distributed at training events by DBE1



Child friendly  
School Development Planning Workshop Session,  
DBE1, 2006



School/Madrasah Development Planning, 2005

## **Identifying & promoting good practice**

In addition to producing manuals and training materials, DBE1 also supports replication by identifying and promoting good practice. Once identified, good practice is promoted in a number of ways. This includes use of both external and internal media:

1. Articles in mass media to promote awareness and encourage stakeholder interest; primarily newspapers and print media but also radio and television,
2. Web-based publications
3. Newsletters and promotional material
4. Reports to stakeholders on project activity and outcomes
5. Books; the project has produced a series of books describing good practice in community participation to support school improvement.

Practices and approaches which meet stakeholder needs and improve the management and governance of basic education in efficient and effective ways are regarded as good practice.

In some cases, these publications are not primarily intended to support replication, but rather to report on activity or promote the project. Taking a broad view, however, all publications which reach an audience of stakeholders in basic education may be seen to support replication to some extent. In the initial phase of the project it is logical that materials produced focus more on socialization and promotion than replication, since it takes time to develop and document experience-based good practice and to learn useful lessons to share with stakeholders. Notwithstanding this, a significant amount of material to support replication has already been developed, some in draft form and some already finalized and distributed. In the final section of this report, plans to make future publications more strategic in terms of supporting replication and sustainability are outlined.

As demonstrated in this report, DBE1 has produced a wealth of material which may be used to encourage and/or guide replication of good practice. This includes material published in print format, web-based publications, PowerPoint presentations and training materials and news-coverage in print media, radio and TV.

### **Articles in mass media**

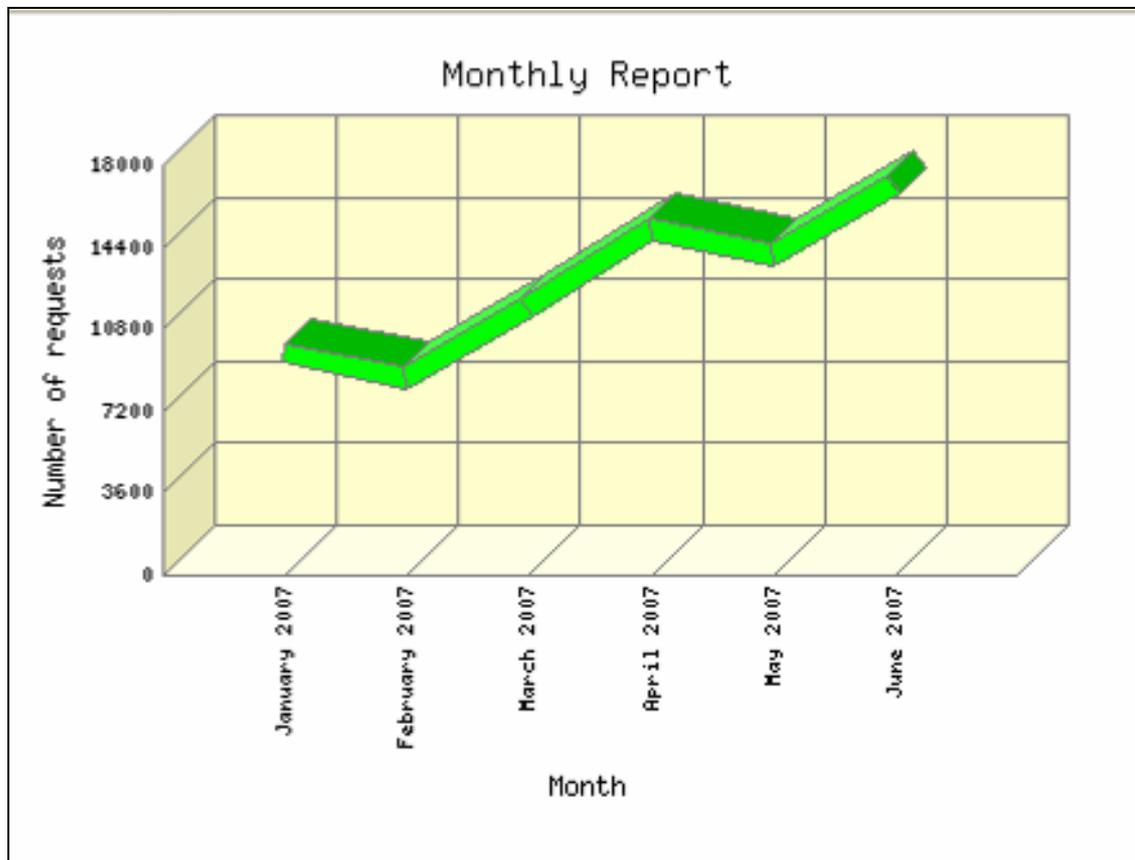
It is a difficult task to keep track of media coverage related to DBE. The project has developed a broad profile in Indonesia's press and is routinely featured in daily newspapers and tabloids, cyber-news versions of the printed newspapers, TV and radio coverage.

To date, some 127 instances of newspaper coverage have been recorded, as detailed in Appendix 2. This use of mass-media is potentially an extremely efficient and effective means of encouraging replication. In addition to print media, project activity has been routinely reported on local radio and television, often including interviews with project personnel and stakeholders. (The listing appended to this report does not include paid advertisements, for example recruiting for project personnel.)

## Web-based publications

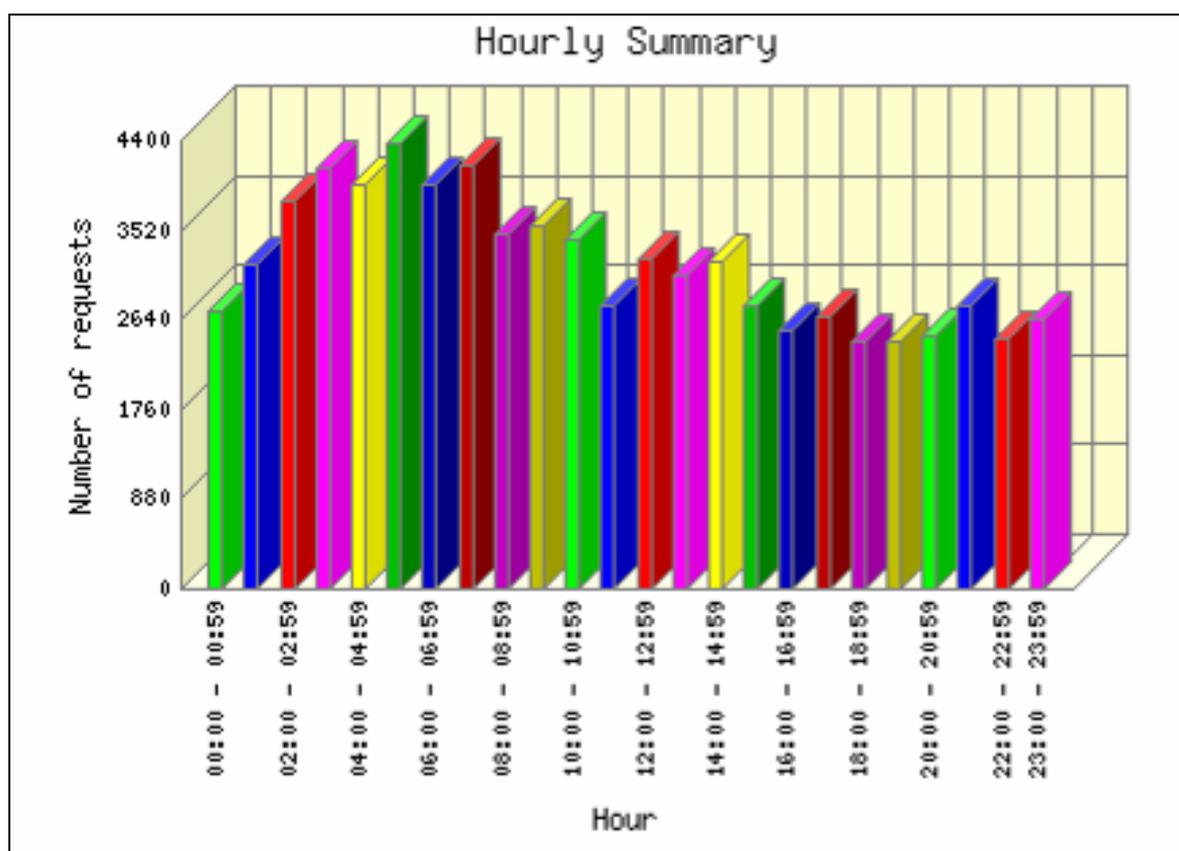
In addition to DBE activity and good practice reported in mass-media, including cyber-news versions, a large amount of material is published on the official DBE website, established and is managed by DBE1 on behalf of the entire DBE project. Included on this public site is a range of relevant documents, articles and pages – including project newsletters, news items, good practice stories and additional resources to encourage and support replication. Most items are published in both English and Indonesian. Project reports are also available online; currently nine quarterly reports have been published together with 78 weekly or bi-weekly reports.

In the first six months of the current year (January-June 2007) the site recorded some 76,259 hits. The page request rate has steadily climbed over this period. Of these the most active month was June with 17,050 pages sent.



	Month	Number of requests	Number of page requests
1.	January 2007	9,732	9,732
2.	February 2007	8,619	8,619
3.	March 2007	11,704	11,700
4.	April 2007	15,125	15,125
5.	May 2007	14,001	13,999
6.	June 2007	17,078	17,050

The hourly summary below identifies the level of activity broken down by each hour for the month of June 2007. As the data-display below shows, the highest rates of usage are between the hours 02.00 and 08.00, mid to late afternoon Indonesian time, suggesting that most of the users are based in Indonesia.



It is also possible to track which pages and sections of the website are most popular. In summary, the most commonly requested publications to date are those which relate to technical approaches, especially relating to life skills.

### **Newsletters and promotional material**

DBE1 routinely contributes to the official project newsletter published by DBE3. One example of a relevant article published is 'Seven Lessons on School Management and Governance' (May 2007). Four editions of the newsletter have been published to date. The last edition was distributed in *Bahasa Indonesia* to over 5,000 stakeholders and members of the public throughout Indonesia – particularly focusing on target provinces and districts. In addition, the newsletter is published on-line on the DBE1 hosted website.

Two of the DBE1 provincial offices have also published occasional newsletters – Aceh and North Sumatra. Aside from newsletters, the project has also published a number of brochures and fact sheets. A series of posters promoting community participation in school management and school-development planning were produced and distributed widely throughout project districts. Three posters were published and 600 copies of each distributed in 2006. In addition provincial and national offices have produced durable banners promoting USAID and DBE1. Certificates, produced by the project, are awarded to training participants on successful completion of courses.

### **Reports to stakeholders**

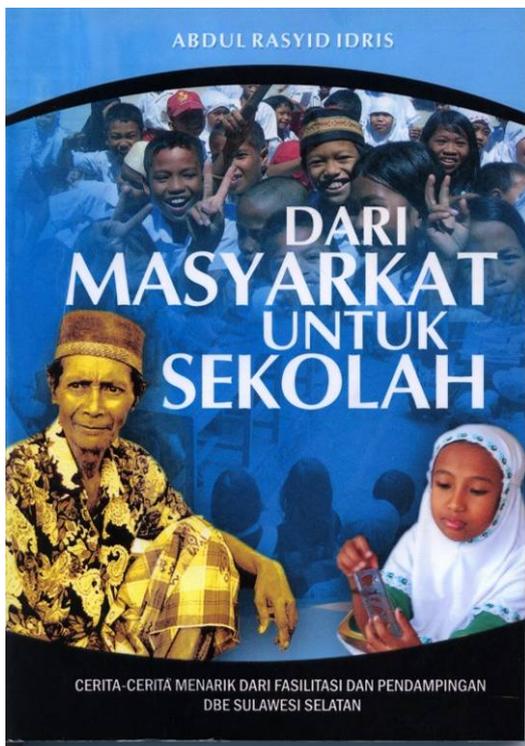
DBE1 routinely publishes reports to stakeholders. At the national level, to date, 78 weekly or bi-weekly reports have been published on the website along with eight quarterly reports. In addition, the project produces and disseminates occasional reports to stakeholders at district, provincial and national level. Some 205 such reports have been published and are listed in the Appendix. Reports are sometimes published in bound hardcopy format – and sometimes delivered as a PowerPoint presentation usually with printed copies distributed to stakeholders at the presentation.

Also in this category are occasional papers and reports given to forums of stakeholders including donor coordination and harmonization groups. A recent example of this is the paper delivered on July 24th to the Regional Symposium on Islamic Education, held at the National Islamic University in Jakarta, titled *Improving the Management & Governance of Islamic Schools & Madrasah; Lessons from the Decentralized Basic Education project*.

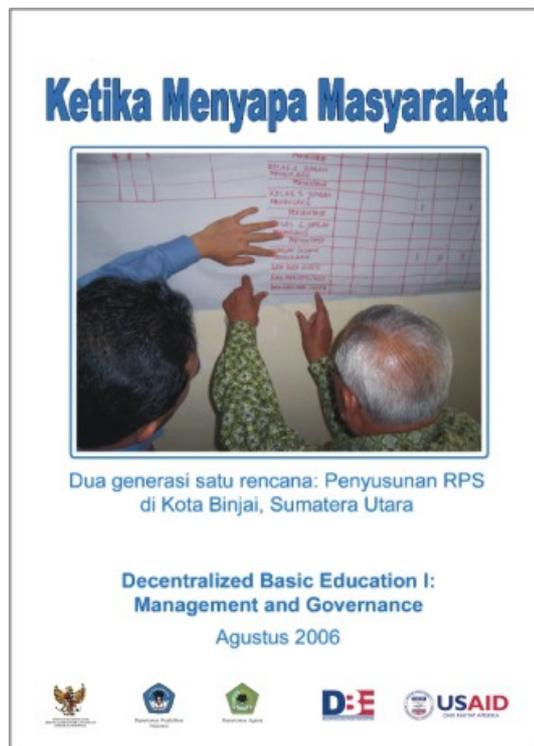
### **Books**

DBE1 has produced a number of books documenting good practice. In particular the project has produced four books compiling stories of parent and community participation in schools and demonstrating in very practical terms how increased participation leads to improvements in school performance, two at national level and two at provincial level (West Java and South Sulawesi).

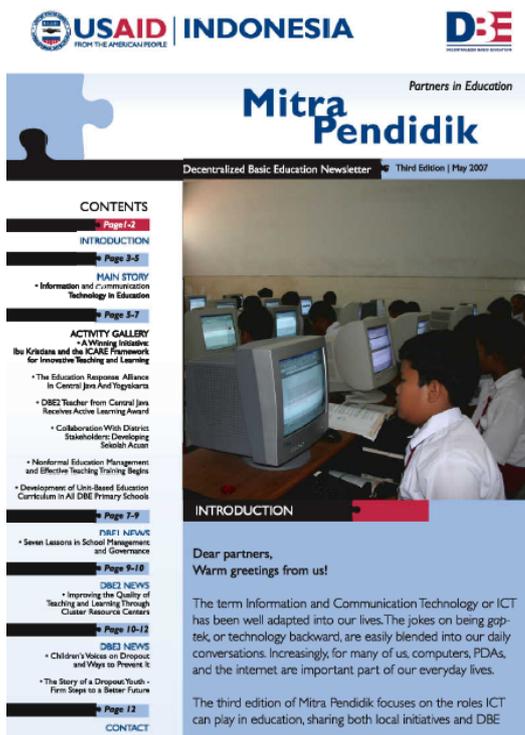
Sample books and newsletters describing good practice produced by DBE1



From the Community to the School; Interesting stories from the facilitation and mentoring of DBE in South Sulawesi, June 2007



When the Community is There  
Two generations, one plan; preparing the School Development Plan in Binjai city, North Sumatra, August 2006



Partners in Education, May 2007



Aceh Newsletter



## School-based management: Can it work in Indonesia?

Saturday, February 3, 2007 6

**Basillus Bengoetou and Mark Howard**  
*Editors*

When the 2003 Education Law was introduced, Indonesia formally adopted a policy of school-based management for its 216,000 public and private schools, and madrasah (Islamic schools).

In theory, this means that principals now manage their schools as autonomous units within the national education system, with parents and community members governing schools through representative school committees.

In practice, a wide variety of models operate, ranging from schools with nominal school committees, which meet annually to sign off on a budget, to those with fully functioning committees that routinely participate in the school governance.

Can school-based management work in Indonesia? The international experience has been mixed. In more developed countries like Australia, New Zealand, the UK and Canada, school-based management was introduced in the 1980s and 1990s.

Communities, through elected bodies variously called boards, councils or committees, set school policy, approve curricula, appoint or participate in the appointment of principals and create school development plans.

In Asia, Hong Kong introduced school-based management in the early 1990s, followed by Thailand and Malaysia.

In Indonesia, the National Education Ministry introduced school-based management in the late 1990s. International bilateral/multilateral agencies such as United World Bank, the Asian Development Bank, USAID and AUSAID, have been assisting the government in supporting strengthening and extending school-based management to include governance.

In some parts of Central America, the policy has been taken further still. "Community-managed schools" established in 20 Salvador, Guatemala, Honduras and Nicaragua in the mid-90s were given wide powers. In addition to setting school policy and managing the school's financial resources, school councils hire and fire teachers.

In Nicaragua, school councils in some rural schools not only appoint the staff but also establish incentives for teachers, collect school fees, design curriculum, select textbooks and allocate budgets.

What is the result of all this policy reform? First, school-based management resulted in improved schooling for children? This is not so easy to answer. International research has not yet proved conclusively that school-based management improves student outcomes.

But in Indonesia, the experience has been more positive. Stuart Weston, director of the USAID-funded Managing Basic Education (MBE) project, says that it is the combination of community participation, new approaches to joyful and active learning, and school-based management that has made the difference.

"When schools implement all of these new approaches together, we see a new spirit. Everyone works harder. Parents, teachers and children care more about the school, and focus on evaluation of student performance if MBE schools, test scores improve," says Weston.

The Decentralized Basic Education (DBE) project, also funded by USAID, has been working together with the Indonesian Government and civil society since mid-2006 to improve the quality of schools in one of 140 districts across eight provinces. The evidence is compelling.

The first cohort of more than 500 schools has completed school development plans to improve the quality of the education they provide or children. The process of creating the plans is as important as the outcome.

School principals, teachers, parents, community members and representatives of school committees worked together to produce them. Community meetings were held to discuss the plans and to find out what use of funds allocated to education could go a long way towards improving quality in Indonesia's schools in order to access the new centrally distributed BOS (Basic Operational Schooling) funds, all schools must have a legally constituted school committee which approves the school budget.

In many schools the school committees exist only on paper. The chairman of the committee, usually a friend of the principal, signs off on the budget with little or no input.

School-based management enables the community to be actively involved in preparing school-development plans. School committees can approve the annual budget which is based on the school-development plan, and monitor the management of funds and use of school resources.

In some more progressive districts such as Kotabaru in Central Java, community members are also involved in the selection of school principals.

So, can school-based management work in Indonesia? The answer is yes. Ideally, schools are run by the professionals and community working together, managed by a principal and governed by a school committee, comprised of interested parents and community members.

The evidence from research conducted internationally is inconclusive about how school-based management improves learning outcomes for children. But the lesson from Indonesia is clear. The Indonesian government's cooperation with USAID, United World Bank and other bilateral/multilateral organizations and projects demonstrate that this approach does improve the quality of education and makes schools better places for our children.

The writers are employed by Research Triangle Institute (RTI), implementing partner for the USAID-funded Decentralized Basic Education Project. (Education Management & Governance component).

*"When schools implement all of these new approaches together, we see a new spirit."*

— Stuart Weston

A cover article, recently published in the BaKTI News, outlining lessons learned from MBE and DBE (BaKTI is a multi-donor knowledge exchange program supporting development in Eastern Indonesia – BaKTI News is published in hardcopy, web-based and email versions). April 2007

Article in Jakarta Post, Indonesia's national English-language daily, by DBE1 personnel. Feb 2007

**DBE 1 - USAID "Review" RPS untuk Workshop III Tingkat Walikota Binjai**

**DARI PELATIHAN PENYUSUNAN RENCANA PENGEMBANGAN SEKOLAH Pengelolaan Pendidikan Disesuaikan Dengan Potensi Daerah**

**USAID DBE Prioritaskan Peningkatan Mutu Pendidikan Dasar**

**SD Enrekang Jadi Tujuan Studi BANDING**

Sample headlines from local press: (1) DBE1 USAID Review School Development Plans for Workshop 3, City Level Binjai; (2) From the Training in School Development Plan Preparation: Educational Management Aligned to District Potential; (3) USAID DBE Prioritizes Quality Improvement in basic Education, (4) Enrekang Elementary Schools Become the Object of Study Tours(2006-2007)

Good practice stories, news, reports and other resources published on the project website.

The screenshot displays the Decentralized Basic Education (DBE) website interface. The top navigation bar includes the USAID logo and the DBE logo. The main content area is divided into several sections:

- Home**: Overview of the USAID/Indonesia Decentralized Basic Education program, a partnership between the Government of Indonesia and the Government of the United States of America.
- Recent News**: A list of news items with dates and titles, such as "Dedication to Education: District Trainer's Replication Story" (Jun 26, 2007) and "DBE Binjai District Facilitators Initiate Nonformal Education Promotion" (Jun 25, 2007).
- Good Practices**: A section highlighting successful initiatives, including "SDN Blok 1 Cilegon Winner of 2007 Contest for Healthy Living" (Jun 25, 2007).
- Recent Resource Material**: A list of downloadable resources, including "DBE Factsheet" (Jun 25, 2007) and "DBE News May 2007" (Jun 6, 2007).
- News | News Index**: A detailed list of news articles with dates, such as "Dedication to Education: District Trainer's Replication Story" (Jun 26, 2007), "DBE Binjai District Facilitators Initiate Nonformal Education Promotion" (Jun 25, 2007), and "Engaging Learning for Nonformal Education: District Facilitator's Replication Story" (Jun 25, 2007).
- News | News Detail**: A detailed view of a news article titled "DBEI Makes Donation to MI Al Falah Jakarta Pusat" (March 27, 2007). The article includes a photograph of Mr. Nandang giving a donation to MI Al Falah and a detailed description of the event. It also features a list of bullet points summarizing the project's impact and a section titled "Partners and Capacity Building through Project Management" which describes the selection process for District Coordinators.

## VI. Next Steps

In order to better coordinate and focus efforts to support replication and sustainability of project outcomes, DBE1 has recently appointed a Replication and Capacity Building Advisor. This position will work within the national team to coordinate efforts within DBE1 and across the components.

A cross-component Replication Working Group has recently been established with DBE1, DBE2 and DBE3. Initial tasks of this group include defining replication and a cross-component approach. It is anticipated that the Replication Working Group will work closely with the Communications Working Group to ensure that media and outreach efforts are strategically directed towards the support of replication.

Within DBE1, the approach to replication will focus on (1) improving the quality and distribution of supportive materials, and (2) providing limited and strategically phased-out technical support to assist districts and stakeholders in replicating project approaches, programs and good practices. Initial effort is focused on replication of school development planning (RPS) and the strengthening of community participation in school governance.

By assisting districts to develop strategic plans to improve basic education services (*Renstra SKPD* and *Rencana Pengembangan Kapasitas*) DBE1 will also support planning for replication of school improvement programs and mainstreaming of good practice in school management and governance.

### ***Replication strategy***

In order to support replication and sustainable outcomes, some assistance is being provided, initially to Cohort 1 districts during 2007. One of the first challenges is to define the level and type of support to be provided by the project for replication.

Too *much* support and it is no longer ‘replication’ but rather project implementation. Local ownership and therefore sustainability is diminished. Project resources are stretched.

Too *little* support and the effectiveness of the process and quality of outcomes is diminished. It is no longer replication since the approach is no longer true to the original concept. Results are likely to be disappointing and thus both impact and sustainability is reduced.

These matters are being discussed internally and within the Replication Working Group as replication strategies are refined in the second phase of the project. The following principles will guide project support of replication:

1. The main strategy is to document and disseminate examples of good practice and provide user-friendly support materials derived from the project
2. Additional technical support for replication within districts is limited to the implementation period in each district and will focus on the effective use of materials provided. This support should be seen as part of a broader ‘sustainability strategy’ which will enable districts to take full ownership and

control of ongoing replication beyond the implementation period defined by the MOU.

3. Support for replication is confined to guidance and limited technical assistance provided by project personnel. e.g. DBE1 may provide an instructor/facilitator for a training activity but will not pay other training costs.
4. Support will be phased out over a period to encourage both quality/fidelity and ownership/sustainability. In the final stages of an exit strategy, the project may provide advice and guidance in planning or evaluating of replication activities but no longer support in implementation of activities.

DBE1 has a special role to play in promoting replication at the district level. Successful planning, resourcing, implementation, evaluation and reporting of replication activities by districts is itself a significant capacity-building objective for DBE1. Cross-component coordination is also critical to success. We know from experience that quality improvements come from an integrated, holistic approach which simultaneously works to improve management, governance, teaching and learning.

### ***Publication strategy***

In the coming year, key manuals and training materials produced by the project will be reviewed, improved and re-published. This process will routinely involve national stakeholders, and official endorsements will be sought for final versions of key documents. For example, the 2007 School Development Planning (RPS) Manual includes a Forward written by Prof. Fuad Abdul Hamied, Ph.D, Deputy Director, Education and State Apparatus, Coordinating Ministry of People's Welfare (*Menkokesra*). Formatting will be further standardized and improved with the emphasis on making materials as attractive and user-friendly as possibly to support replication. Adoption of uniform branding standards is part of this process. The recent appointment of a DBE1 Communications Specialist will facilitate this activity.

In addition to the materials and media already being produced and reported above, other potential materials being considered by the project to promote replication are as follows:

1. Articles in mass media to promote awareness and encourage stakeholder interest in replication (e.g. newspapers, TV, radio, in-flight magazines). The emphasis in press-releases and press interviews will be strategically shifted from reporting on activities to reporting on outcomes and describing good practice.
2. Routine columns/segments in mass-media outlets, such as regional daily newspapers, paid for and produced by the project to promote awareness, describe good practice, and provide general direction to potential stakeholders (e.g. an 'advertorial' project newsletter published within a provincial or local newspaper or a routine radio program distributed to local radio in CD format). Human interest stories covering good practice may also potentially be aired on television.
3. Film. This is a very powerful, effective and efficient means of documenting, portraying and promoting good practice. Use of local voices is important. Film

can be easily and cheaply reproduced and distributed but should be professionally produced for best effect. Other projects such as LGSP, CLCC and NTT PEP have successfully used film to capture and promote good practice. DBE1 is currently exploring PPA possibilities to support this proposal.

4. Books. Good practice may be described and promoted by publishing books either internally or through publishers such as Gramedia with wide distribution.

All of the above also offer strong potential for private sponsorship through a public-private alliance (PPA) and for leveraging the project to both support replication, widening the impact of the project, and to promote USAID, developing positive images of the USA within Indonesia.

A strategic dissemination plan will be developed to ensure that replication materials reach target audiences as efficiently and effectively as possible. A new approach to evaluating the effectiveness of products through audience surveys and focus group discussions is also being developed and will be implemented as part of the review process. This approach will build on previous evaluation and review of materials, such as the School Development Planning manual, and will align with the project's Monitoring and Evaluation framework.

## **Conclusion**

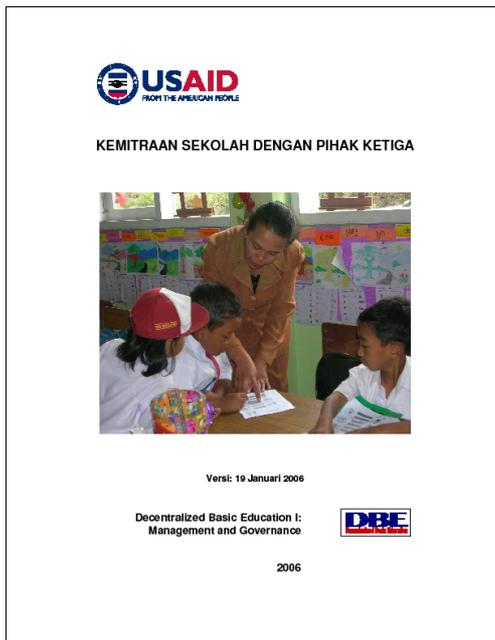
DBE1 is part of a broad-based and ongoing effort to reform and improve the quality of basic education in Indonesia. DBE builds on the efforts of previous and concurrent projects and programs including MBE and CLCC. DBE is itself, to some extent, a replication of these programs. It will in turn contribute to knowledge and understanding and, if successful, will become the basis for future efforts. Coordination and collaboration with other donors and with the national ministries is thus an important means of supporting replication in the broadest sense.

The objectives of the project will be met if DBE1 approaches and good practices, tried and tested in the field, are found to meet the needs of stakeholders and to produce identifiable and sustainable quality improvements. If these approaches are then taken up and implemented independently by stakeholders, institutionalized within government and non-government policy and practice, and spread beyond target schools and districts – then we will have achieved something far more significant.

The DBE1 replication and publication strategy is directed to support this outcome.

## Appendix 1: Sample Publication Covers

This appendix includes a sample range of material including reports, manuals, training presentations, newsletters, posters, press coverage and web pages – in order to give something of the flavor of DBE1 publications to date.



## Memimpin Untuk Mencapai Sukses



**Modul Kepemimpinan Buat Kepala Sekolah**



## MAWAS DIRI KOMITE SEKOLAH



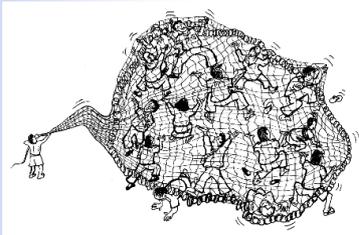


## ORGANISASI KOMITE SEKOLAH

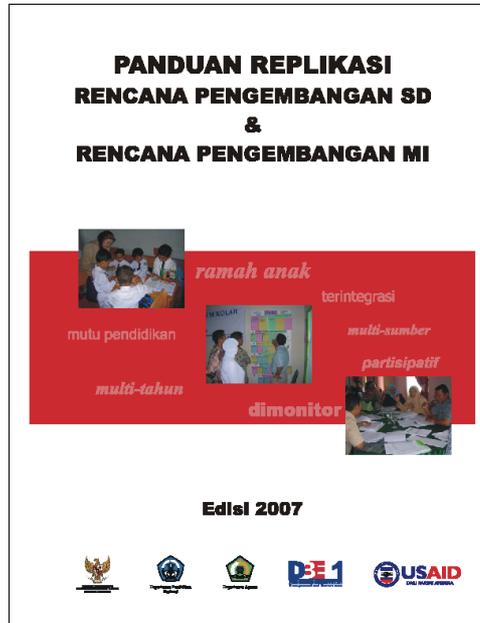
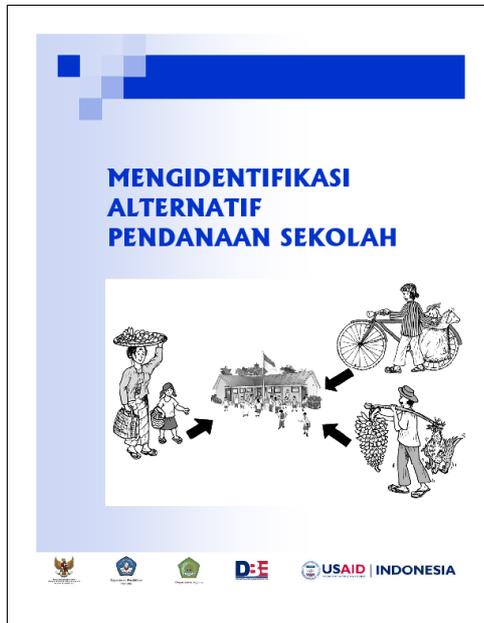




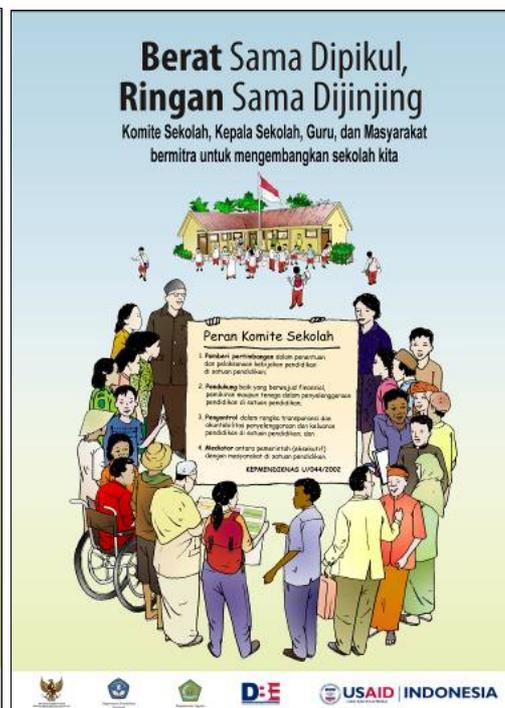
## MENJARING ASPIRASI MASYARAKAT







Sample manuals and materials produced by DBE1 in the initial phase of the project.



Sample posters published by DBE1

**Memperkenalkan Program Pendidikan Dasar yang Terdesentralisasi (Decentralized Basic Education) 2005-2009**

**Rapat Awal Tim Teknis DBE Sulawesi Selatan**



Mei 2007

**Lokakarya Sosialisasi & Teknik Penyusunan Proposal ICT Grant**



Makassar – Mei 9-11

**Apa/Siapa Itu Anak?**

UU Republik Indonesia Nomor 23 Tahun 2002 Tentang Perlindungan Anak

**Gambaran awal untuk proses Rencana Pengembangan Sekolah (RPS)**

*Ramah anak*



Sesi untuk Lokakarya RPS, DBE1

**Rencana Pengembangan Sekolah/Madrasah**



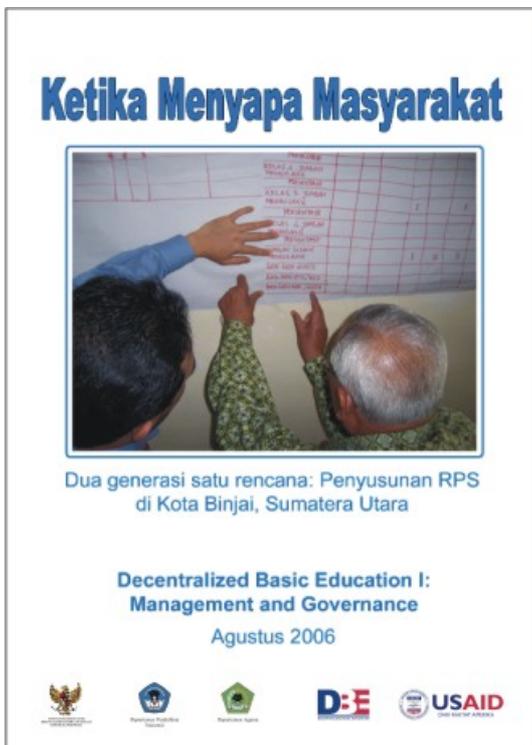

**Tindak-Lanjut RPS**

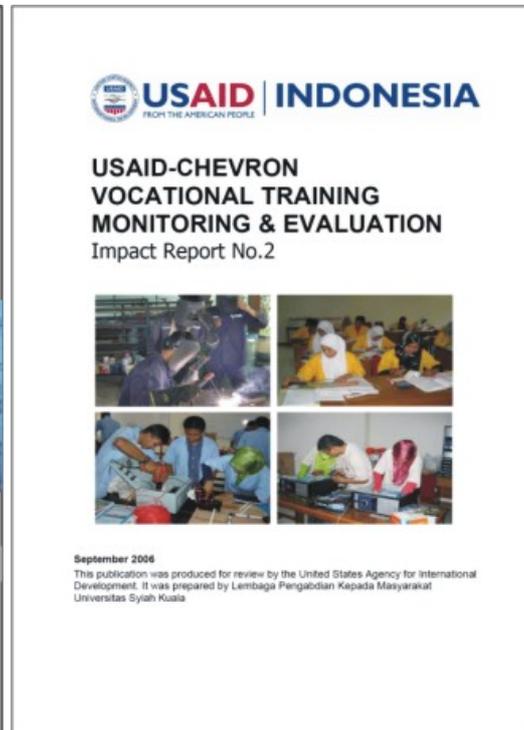
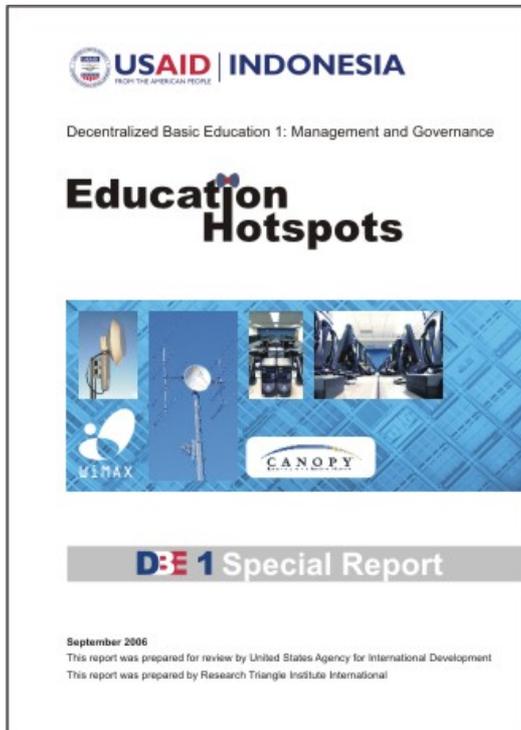


Lokakarya Finalisasi RPS untuk Tim Teknis & Pengarah

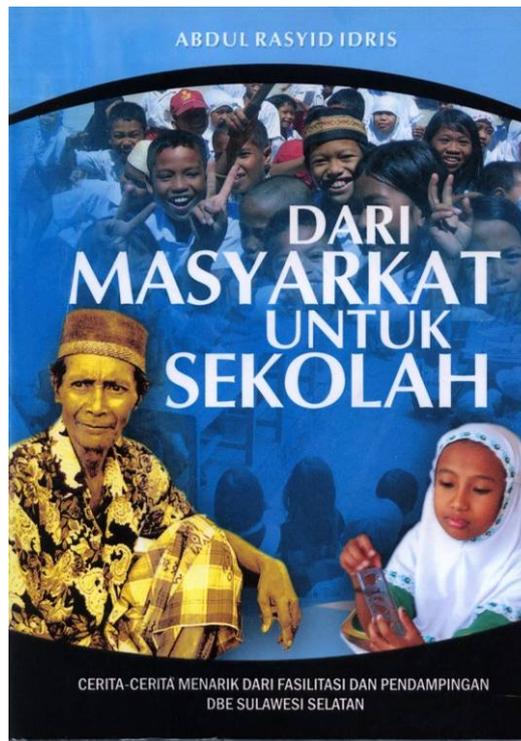


Sample PowerPoint presentations produced and distributed at training events by DBE1





Sample reports and books describing good practice produced by DBE1



Partners in Education

# Mitra Pendidik

Decentralized Basic Education Newsletter Third Edition | May 2007

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**INTRODUCTION**

Dear partners,  
Warm greetings from us!

The term Information and Communication Technology or ICT has been well adapted into our lives. The jokes on being gop-tek, or technology backward, are easily blended into our daily conversations. Increasingly, for many of us, computers, PDAs, and the internet are important part of our everyday lives.

The third edition of Mitra Pendidik focuses on the roles ICT can play in education, sharing both local initiatives and DBE



## Aceh Lamhaba

### Penandatanganan MoU DBE

Banda Aceh, Decentralized Basic Education (DBE) pada tanggal 28 Mei 2007 lalu menandatangani Nota Kesepakatan (MoU) bantuan teknis USAID untuk Peningkatan Manajemen dan Tata Layan Pendidikan, serta Peningkatan Mutu Pembelajaran dengan Pemerintah Kabupaten Pidie, Bireuen dan Aceh Tengah. Acara yang turut disaksikan oleh Sekda Aceh dan Wakil Kepala Dinas Pendidikan tersebut berlangsung di Anjung Monata Pendopo Gubernur Aceh.

Dalam sambutannya, Wakil Gubernur Aceh yang dibacakan oleh Sekda Prov meminta para Bupati agar sektor pendidikan menjadi prioritas utama pembangunan Aceh disamping sektor lainnya. "Ini penting menjadi perhatian kita bersama, karena pembangunan yang saat ini kita lakukan berbasis pendidikan dalam rangka peningkatan SDM Aceh ke depan, maka



In: Nasrudin, MM (Bupati Aceh Tengah), Mirza Jamali, S.Sa (Bupati Pidie) dan Drs. H. Muhammad Idris, SE, M.Si (Wakil Bupati Bireuen)

bila pendidikan dasar dari awalnya telah rusak, jangan harapan anak didik kita selanjutnya akan berhasil dalam pendidikan dan masa depan mereka' ujarnya.

Selain penandatanganan MoU, dilakukan juga penandatanganan amandemen untuk perluasan sekolah binaan di Aceh Besar, yang dalam hal ini ditandatangani langsung oleh

Edisi III  
Juni 2007

**Liputan Special :**

- Penandatanganan Nota Kesepakatan (MoU) DBE USAID antara pelaksana program dan Pemerintah Kabupaten Kohor 2
- Audiensi Tim DBE dengan Walikota Banda Aceh dan Bupati Aceh Besar tanggal 2006 - 2011
- Penandatanganan Nota Kesepakatan (MoU) antara USAID, Chevron dan Perkat Banda Aceh untuk Pembangunan Politeknik Aceh

**Berita / Informasi lainnya**

Bupati Aceh Besar Hadiri Sosialisasi RPS	1
Kunjungan Kohor 2	2
MBE	2
DBE 1	3
DBE 2	3
RYF di Bangkol	3
Politeknik Aceh	4

### Bupati Dorong Peningkatan Mutu Pendidikan di Aceh Besar

Jantho, Bupati Aceh Besar, DR. Buchan Daud, MEd mendorong peningkatan mutu pendidikan enam langkah yang harus dilakukan, yaitu membangun kelengkapan infrastruktur yang memadai, menjalankan manajemen sekolah dengan baik, meningkatkan kualitas guru, mendorong kelihaan guru dalam mengajar, membangun rasa memiliki terhadap aset seko-



lah dan peran aktif masyarakat. Hal ini diucapkan Bupati saat memberi sambutan pada acara sosialisasi Rencana Pengembangan Sekolah (RPS) tanggal 13 Maret di MIN Jeurelva I Sibreh.

Kegiatan ini dihadiri anggota Komisi E DPR Aceh Drs. Ashari Basyar, Komisi D DPRD Aceh Besar Irwan S.Ag. Kalandeg dan KCD. Bukhari menyatakan dukungannya atas upaya setiap

sekolah untuk membuat RPS dengan harapan dapat meningkatkan mutu pendidikan di daerahnya.

Sementara itu Ashari Basyar mengarahkan perhatian masyarakat yang aktif dalam penyusunan RPS sesuai dengan kebutuhan sekolah.

Sample project newsletters

Memahami KTI dengan seksama

# BaKTI News

www.bakti.org

Vol. II APRIL 2007 Edisi 22

UNTUK KALANGAN TERBATAS / LIMITED CIRCULATION

## Decentralized Basic Education (DBE) Pendidikan Dasar Terdesentralisasi Belajar dari Pengalaman di KTI

### MEMINIMALKAN DAMPAK BENCANA ALAM PADA MASYARAKAT MISKIN MELALUI PROGRAM PPK DAN PNPM

MINIMIZING THE IMPACT OF NATURAL DISASTERS ON POOR COMMUNITIES THROUGH KDP AND PNPM

Simak pula **SUARA FORUM KTI**

Penggalangan Dana dan Keberlanjutan LSM Fundraising and Sustainability for NGOs

DONATION

## Decentralized Basic Education (DBE) Pendidikan Dasar Terdesentralisasi Belajar dari Pengalaman di Kawasan Timur Indonesia

**PROGRAM PROFILE**

Decentralized Basic Education (DBE) resmi dimulai di Sulawesi Selatan pada Juli 2005. Proyek 3 tahun yang diawali oleh Amerika melalui perjanjian bilateral antara pemerintah Indonesia dan Amerika ini bertujuan untuk mengembangkan kualitas pendidikan dasar. Sulawesi Selatan merupakan target selain delapan provinsi lainnya dari Aceh hingga Jawa Barat. Timelagengannya DBE di provinsi yang paling timur baru-baru ini, berkat kerjasama British Petroleum dan pemerintah dalam rangka public-private alliance.

USAID DBE Project mendukung desentralisasi pada tingkat kabupaten dan pada tingkat serta madrasah. Program DBE memiliki tiga komponen sebagai berikut:

1. **Pengaturan dan Pengelolaan** – bertujuan untuk mengembangkan kebijakan sekolah, membuatnya lebih terbuka dan responsif terhadap kebutuhan masyarakat sebagai pengguna.
2. **Belajar dan Mengajar** – bertujuan untuk mengembangkan keefektifan proses belajar dan mengajar pada tingkat sekolah dasar dan tingkat menengah, termasuk pada sektor non-formal, mengadopsi pendekatan lebih relevan dan mengurangi tingkat putus sekolah.
3. **Pendidikan Kejuruan Hidup** – diorganisir pada tingkat sekolah menengah, termasuk pada sektor non-formal, mengadopsi pendekatan lebih relevan dan mengurangi tingkat putus sekolah.

**Keberhasilan Awal**

Kelompok pertama dari kabupaten dan sekolah di Indonesia Timur telah menyelesaikan kegiatan satu tahun. Sekitar 100 sekolah dan madrasah di Kabupaten Palopo, Enrekang, Soppeng, Pangkep dan Jeneponto di Sulawesi Selatan saat ini menerapkan rencana pengembangan sekolah (RPPS) yang disetujui dan dilaksanakan oleh pemerintah. Para guru di sekolah dasar bekerja bersama di tingkat gugus, sementara guru sekolah menengah diorganisir dalam kelompok-kelompok mata-pelajaran (MGMP) untuk meningkatkan pembelajaran di kelas. Berbagai kegiatan lain yang dilakukan untuk meningkatkan kualitas pembelajaran telah dipraktekan. Dan sektor pendidikan non-formal juga termasuk di dalamnya. Program ini sekarang dikembangkan ke Kota Makassar dan Kabupaten Pinrang, Selayan dan Luwu di Sulawesi Selatan, dan diberikan public-private alliance di kabupaten-kabupaten lain seperti Mandaraja, Sorong Selatan, dan Kota Jayapura.

Sekelompok stakeholder merasa gembira dengan keberhasilan awal yang telah dicapai. Walaupun proses ini masih dalam tahap awal dan beberapa indikator awal keberhasilan belum tercapai sepenuhnya. Masyarakat dan orangtua sekolah dengan memberikan sumbangan tenaga, peralatan, bahan, transportasi untuk kegiatan program dan mengorganisir pertemuan-pertemuan yang berkesinambungan. Para orang tua guru bertemu secara teratur di pertemuan-pertemuan dan kelompok mata-pelajaran (MGMP). Komite sekolah mengadakan pertemuan reguler dan beres-ades dalam penyelenggaraan sekolah. Dengan demikian, mereka mendapatkan bahan pengajaran yang membantu para guru untuk meningkatkan kualitas pembelajaran. Para guru juga telah melakukan pertemuan-pertemuan reguler dengan Universitas Muhammadiyah Makassar dan Universitas Muhammadiyah Makassar untuk meningkatkan kualitas pembelajaran. Para guru telah melaksanakan program pelatihan guru (in-service) yang difasilitasi oleh universitas-universitas lain. Para guru telah mengikuti pelatihan-pelatihan di tingkat universitas sedang direvisi dan dikembangkan.

Ditambah program ini telah membantu pemerintah daerah dan masyarakat lokal dalam meningkatkan kualitas pendidikan dasar. Pemerintah daerah dan DPRD pada lima kabupaten di Sulawesi Selatan telah beres-ades untuk meningkatkan kualitas pendidikan dasar. Pemerintah daerah dan DPRD Kabupaten Enrekang, program ini telah dikembangkan di gugus buta-buta di kabupaten Enrekang. Para guru telah mengikuti pelatihan-pelatihan di tingkat universitas. Para guru telah mengikuti pelatihan-pelatihan di tingkat universitas. Para guru telah mengikuti pelatihan-pelatihan di tingkat universitas. Para guru telah mengikuti pelatihan-pelatihan di tingkat universitas.

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### Hilang yang diperoleh

Di tengah maraknya kritik tentang kegagalan reformasi dan penyalahgunaan dana pembangunan, program-program yang menggunakan pendekatan baru menjadi pilihan alternatif. Apa alasan di balik keberhasilan tersebut? Apa yang mendorong pemerintah daerah dengan sukanya menjalankan program DBE? Mengapa masyarakat di para guru dengan sukanya membangun waktu dan sumber daya demi pencapaian tujuan program tersebut? Mengapa sektor swasta siap untuk mendanai program tersebut?

Berikut adalah sebagian dari jawaban atas pertanyaan-pertanyaan di atas yang didasarkan tidak saja pada pengalaman DBE, tetapi juga pada pengalaman dari proyek-proyek terdahulu termasuk proyek lain dengan dana USAID, Managing Basic Education (MBE).

1. Belajar dari proyek lain

Program DBE dikembangkan berdasarkan program terdahulu dan yang sedang berjalan di Indonesia termasuk program Managing Basic Education (MBE-USAID), Creating Learning Communities for Children (CLCC-UNICEF dan UNESCO), Basic Education Project (BEP-World Bank), DBE (ADB) dan NTT Primary Education Partnership (NTP-PEP-AUSAID). Dengan demikian DBE dapat menarik berbagai pelajaran dan melakukan pra-tes-tes untuk melihat apakah program-program tersebut layak untuk dilaksanakan.

2. Menyajikan hal-hal program sesuai dengan kebutuhan pemerintah

DBE tidak bermaksud menggantikan pendekatan atau kebijakan yang sudah ada, tetapi lebih pada kapasitas untuk mengimplementasikan kebijakan-kebijakan tersebut dan untuk meniadakan kontes lokalnya.

DBE dapat memenuhi kebutuhan pemerintah baik di tingkat pusat, provinsi maupun daerah. Program ini dirancang khusus untuk membantu pemerintah Indonesia untuk meningkatkan kualitas pendidikan dasar. Di bawah sistem pemilu baru, banyak bupati dan anggota DPRD merasa khawatir pada pendidikan. DBE dapat membantu para politikus untuk memenuhi komitmen pemilihannya.

Dengan demikian, program ini adalah program yang berbasis kebutuhan. DBE memenuhi kebutuhan pemerintah dan pemerintah kabupaten untuk meningkatkan kualitas pendidikan dan meningkatkan kualitas. Program ini juga memenuhi kebutuhan masyarakat akan pendidikan yang lebih baik dan sesuai mereka dalam rangka penyelenggaraan pendidikan pada tingkat lokal. Program ini memenuhi kebutuhan para guru meningkatkan kualitas mereka sesuai dengan standar layanan nasional. Dan, yang paling utama adalah program ini memenuhi kebutuhan anak-anak akan pendidikan yang lebih relevan dan efektif.

3. Belajar dalam Sistem

Program DBE dipikirkan dalam sistem dan institusi yang sudah ada dan bekerja untuk membangun kapasitas sistem dan institusi tersebut, dan tidak membangun struktur tersebut. Sebagai contoh, digunakan sistem gugus pada tingkat sekolah dasar dan pengelompokan guru MGMP pada sekolah tingkat pertama sebagai dasar bagi pelatihan guru. Di tingkat kabupaten, program difokuskan pada peningkatan institusi yang sudah ada seperti DPRD, Dewan Pendidikan dan Dinas Pendidikan.

DBE bekerja dengan sekolah dan masyarakat untuk meningkatkan kualitas dan relevansi perencanaan pendidikan pada tingkat sekolah. DBE juga bekerja dengan para pemangku kepentingan pada tingkat kabupaten untuk mengembangkan dan tidak mengorganisir sistem yang sudah ada. Contoh lain dari pendekatan ini adalah diselenggarakannya program cegah para guru, kepala sekolah, dan pengawas sebagai fasilitator dan master teacher trainer dan dengan universitas sebagai mitra dalam merencanakan modul pelatihan para guru. Dengan bekerja melalui kemitraan dengan stakeholders setempat, program ini bertujuan untuk membangun kapasitas lokal dan keberlanjutan jangka panjang.

4. Pendekatan mendasar bukan mekanistik

Pendekatan DBE yang dibuat berdasarkan pendekatan yang berbasis proyek-spesifik dan bukan mekanistik. Contohnya termasuk dengan sekelompok sekolah baik di tingkat sekolah maupun di tingkat gugus. Pada saat yang sama, program DBE memperkuat kapasitas pemerintah daerah di in-service training, di district, focus is on strengthening existing institutions such as local parliament (DPRD).

12 BaKTI News, April 2007

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### USAID FROM THE AMERICAN PEOPLE

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13 BaKTI News, April 2007

A cover article, recently published in the BaKTI News, outlining lessons learned from MBE and DBE (BaKTI is a multi-donor knowledge exchange program supporting development in Eastern Indonesia – BaKTI News is published in hardcopy, web-based and email versions)

# School-based management: Can it work in Indonesia?

Basilius Bengoteku  
and Mark Heyward  
Jakarta

When the 2003 Education Law was introduced, Indonesia formally adopted a policy of "school-based management" for its 216,000 public and private schools, and madrasah (Islamic schools).

In theory, this means that principals now manage their schools as autonomous units within the national education system, with parents and community members governing schools through representative school committees.

In practice, a wide variety of models operates, ranging from schools with nominal school committees, which meet annually to sign off on a budget, to those with fully functioning committees that routinely participate in the school governance.

Can school-based management work in Indonesia? The international experience has been mixed. In more developed countries like Australia, New Zealand, the UK and Canada, school-based management was introduced in the 1980s and 1990s.

Communities, through elected bodies variously called boards, councils or committees, set school policy, approve curricula, appoint or participate in the appointment of principals and create school development plans.

In Asia, Hong Kong introduced school-based management in the early 1990s, followed by Thailand and Malaysia.

In Indonesia, the National Education Ministry introduced school-based management in the late 1990s. International bilateral/multilateral agencies, such as Unicef, the World Bank, the Asian Development Bank, USAID and AusAID, have been assisting the government in supporting, strengthening and extending school-based management to include governance.

In some parts of Central

America, the policy has been taken further still. "Community-managed schools" established in El Salvador, Guatemala, Honduras and Nicaragua in the mid-90s were given wide powers. In addition to setting school policy and managing the schools' financial resources, school councils hire and fire teachers.

In Nicaragua, school councils in some rural schools not only appoint the staff but also establish incentives for teachers, collect school fees, design curriculum, select textbooks and allocate budgets.

What is the result of all this policy reform? Has school-based management resulted in

Indonesian Government and civil society since mid-2005 to improve the quality of schools in up to 100 districts across eight provinces. The evidence is compelling.

The first cohort of more than 500 schools has completed school development plans to improve the quality of the education they provide to children. The process of creating the plans is as important as the outcome.

School principals, teachers, parents, community members and representatives of school committees worked together to produce them. Community meetings were held to discuss the plans and to find out what

use of funds allocated to education could go a long way towards improving quality in Indonesia's schools. In order to access the new, centrally disbursed, BOS (Bantuan Operasional Sekolah) funds, all schools must have a legally constituted school committee which approves the school budget.

In many schools the school committee exists only on paper. The chairman of the committee, usually a friend of the principal, signs off on the budget with little or no input.

School-based management enables the community to be actively involved in preparing school-development plans. School committees can approve the annual budget which is based on the school-development plan, and monitor the management of funds and use of school resources.

In some more progressive districts, such as Kebumen in Central Java, community members are also involved in the selection of school principals.

So, can school-based management work in Indonesia? The answer is yes. Ideally, schools are run by the professionals and community working together, managed by a principal and governed by a school committee, comprised of interested parents and community members.

The evidence from research conducted internationally is inconclusive about how school-based management improves learning outcomes for children. But the lesson from Indonesia is clear. The Indonesian government's cooperation with USAID, Unicef, the World Bank and other bilateral/multilateral organizations and projects demonstrates that this approach does improve the quality of education and makes schools better places for our children.

*The writers are employed by Research Triangle Institute (RTI), implementing partner for the USAID-funded Decentralized Basic Education Project (Education Management & Governance component).*

*"When schools implement all of these new approaches together, we see a new spirit."*

— Stuart Weston

improved schooling for children? This is not so easy to answer. International research has not yet proved conclusively that school-based management improves student outcomes.

But in Indonesia, the experience has been more positive. Stuart Weston, director of the USAID-funded Managing Basic Education (MBE) project, says that it is the combination of community participation, new approaches to joyful and active learning, and school-based management that has made the difference.

"When schools implement all of these new approaches together, we see a new spirit. Everyone works harder. Parents, teachers and children take more pride in their school, and, based on evaluation of student performance in MBE schools, test scores improve," says Weston.

The Decentralized Basic Education (DBE) project, also funded by USAID, has been working together with the

parents and others wanted for their children. More than 12,000 people participated in the development of the plans.

As well as giving parents a voice and a sense of ownership in their children's learning, the process had unexpected outcomes. Even before the plans were completed, local businesses, parents and concerned community members — on their own initiative — contributed nearly Rp 4 billion (US\$ 400,000) worth of cash, equipment, materials and services to improve their schools.

And the evidence is clear. When parents and communities accept responsibility and get involved, schools become better places for children; social capital is created and the communities themselves are empowered.

Here in Indonesia, there is another imperative for community participation. School-based management aims to make the system more accountable. Efficient and transparent

Article in Jakarta Post, Indonesia's national English-language daily, by DBE1 personnel

## DBE 1 - USAID "Review" RPS untuk Workshop III Tingkat Walikota Binjai

Binjai, Indonesia  
Berempat di SD 023895, Jl Pangeran Diponegoro No. 19, Kel Rambung Dalam, Binjai Selatan selama dua hari Rabu-Kamis (5 dan 6 Juli 2006) sekolah-sekolah rintisan DBE-1 (Decentralize Basic Education - USAID) melakukan "review" RPS (Rencana Pengembangan Sekolah).

Menurut District Coordinator (CD) DBE-1 Kota Binjai, M Husni Thamrin ST bahwa "review" RPS dilakukan dalam dua kelompok yaitu pada tanggal 5 Juli 2006, Rabu, untuk 10 sekolah rintisan DBE-1 Binjai Utara dan pada tanggal 6 Juli 2006, Kamis dilaksanakan "review" bagi sekolah rintisan DBE-1 Binjai Selatan.

Lebih lanjut, beliau mengatakan, bahwa "review" RPS bagi sekolah rintisan DBE-1 adalah dalam rangka penyempurnaan akhir dari pembuatan RPS masing-masing sekolah, sebagai hasil final RPS yang sesungguhnya dari masing-masing sekolah rintisan DBE-1 yang akan dibawa kepada pelaksanaan workshop III tingkat Walikota yang akan dilaksanakan dalam beberapa minggu ke depan.

Review ini adalah kelanjutan dari hasil RPS pada workshop II yang dilaksanakan beberapa waktu lalu untuk penyempurnaan profil sekolah masing-masing, mencakup validasi data sekolah, pembuatan narasi yang efektif dan kejelasan dalam pengambilan kesimpulan berdasarkan alur permasalahan yang ada dan dihadapi pihak-pihak sekolah masing-masing serta data yang "up to date" pada akhir tahun pelajaran 2005-2006, termasuknya.

Review RPS kali ini juga didampingi oleh para District Facilitator seperti Hariyanto SH, Drs H Yundiser, Suryo dan Rajemmat SAg, yang langsung melakukan beberapa revisi atas RPS dari masing-masing sekolah rintisan DBE-1 tersebut, karena menurut pantauan wartawan Indonesia, hampir semua RPS yang ada perlu dilakukan revisi dalam beberapa hal. Sebab RPS yang akan diajukan ke tingkat walikota memakai data yang terakhir 2005-2006 baik mengenai hasil US (ujian sekolah) yang baru saja diumumkan beberapa minggu yang lalu, begitu juga dengan data akhir kebutuhan buku masing-masing sekolah dan sumber dana yang diperlukan, tutur Hariyanto SH kepada salah satu kepala sekolah yang menjadi tanggjawab pendampingan (binaan) beliau.

Tampak hadir selama pendampingan "review" RPS sekolah rintisan DBE-1 USAID dari team propinsi yaitu DR Job Purba yang juga sebagai pengarah dalam pendampingan "review" RPS tersebut. Diemikian pantauan wartawan Indonesia yang mengikuti kegiatan tersebut sejak 5-6 Juli 2006 di SD 023895, Jl Diponegoro Binjai. (Yon.0459)

Koran Minggu "Indonesia" 11-17 Juli 2006



**PERINGATAN Hari Pendidikan Nasional** yang dipusatkan di Lapangan Pangkajene dan kepulauan Kabupaten Pangkep dihadiri oleh Gubernur Sulsel, HM Amin Syam bersama Ibu Apiaty Amin Syam, Bupati Pangkep, Ir H Syafrudin Nur MSI, Wakil Ketua DPRD Sulsel, Ashabul Kahfi, utusan dari USAID Indonesia, Mark Heyward, Mimy Santika, Tita Meuthia Rahmania, Muspida dan para guru. Sesuai upacara ditandai dengan pemberian penghargaan, pencahangan cuci tangan pakai sabun dan pameran lukisan anak bangsa. Sementara untuk utusan USAID sendiri mengunjungi sekolah unggulan di Pangkep tepatnya SD 28 yang telah mengalami peningkatan pendidikan dibanding sekolah lainnya, yang menjadi binaan Diknas Pangkep bekerjasama dengan USAID Indonesia. (min)



## DARI PELATIHAN PENYUSUNAN RENCANA PENGEMBANGAN SEKOLAH Pengelolaan Pendidikan Disesuaikan Dengan Potensi Daerah

Manajemen peningkatan mutu berbasis sekolah merupakan alternatif baru dalam mengelolahan pendidikan. Di mana, kemandirian dan kreativitas sekolah disesuaikan dengan potensi daerah.

Muhiddin Hasibuan, Sibolga

Demikian disampaikan Dewan Pendidikan Propinsi Sumatera Utara, H Ramlan Hoesin, dalam Pelatihan Penyusunan Rencana Pengembangan Sekolah Kelompok Kerja

Gugus Sibolga Selatan BEI 1 USAID, di Gedung Nasional Sibolga, Senin (15/5). Pelatihan tersebut diikuti Kepala SD Gugus Sibolga Selatan, Komite Sekolah, orangtua siswa, tokoh masyarakat, dan guru.

Beberapa indikator yang menunjukkan karakter konsep manajemen, katanya, antara lain lingkungan sekolah yang aman dan tertib, sekolah memiliki misi dan target mutu, sekolah memiliki kepemimpinan yang kuat, ada harapan yang tinggi dari personil sekolah (kepala sekolah, guru, dan staf termasuk siswa), untuk

◆ Baca PENGELOLAAN.. Hal 11

## Pengelolaan Pendidikan Disesuaikan Dengan Potensi Daerah

Sambungan Hal 12

berprestasi. Juga adanya pengembangan staf sekolah yang terus menerus sesuai tuntutan ilmu pengetahuan dan teknologi (iptek), adanya pelaksanaan evaluasi yang terus menerus terhadap berbagai aspek akademik dan administratif, serta pemanfaatan hasilnya untuk penyempurnaan/perbaikan mutu, dan adanya komunikasi serta dukungan intensif dari orangtua murid/masyarakat.

Untuk mencapai tujuan tersebut, sambungnya, kepala sekolah harus terampil sebagai koordinator dari sejumlah orang yang mewakili berbagai kelompok yang berbeda di dalam masyarakat sekolah. Dan

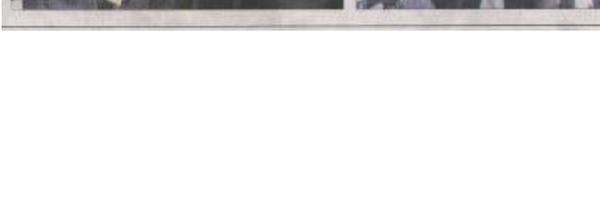
secara profesional harus terlibat dalam proses perubahan di sekolah melalui prinsip-prinsip pengelolaan kualitas total dengan menciptakan kompetisi dan penghargaan.

Ditambahkannya, ada 4 hal terkait dengan prinsip-prinsip pengelolaan kualitas total yakni, perhatian harus ditekankan pada proses secara terus-menerus, mengumandangkan peningkatan mutu, kualitas harus ditentukan pengguna jasa sekolah, prestasi harus diperoleh melalui pemahaman visi bukan dengan pemaksaan aturan, dan sekolah harus menghasilkan siswa yang memiliki ilmu pengetahuan, keterampilan, sikap arif bijaksana, karakter dan memiliki kematangan emo-

sional.

Sistem kompetisi tersebut, akan mendorong sekolah untuk terus meningkatkan diri. Sedangkan penghargaan akan dapat memberikan motivasi dan meningkatkan kepercayaan diri setiap personel sekolah, khususnya siswa. Oleh karena itu sekolah-sekolah haruslah berjuang menjadi pusat mutu (center for excellence). Dan ini mendorong masing-masing sekolah agar dapat menentukan visi dan misinya untuk mempersiapkan dan memendahi kebutuhan masa depan siswanya.

Palatihan ini berlangsung 6 hari, 10-17 Mei, yang terdiri atas dua gugus yakni Gugus Sibolga Selatan dan Sibolga Kota. (\*\*\*)





# Wakil Bupati Malu

Pinrang Peringkat 21 Bidang Pendidikan

**PINRANG, Upeks**—Keberhasilan Kabupaten Pinrang sebagai salah satu kabupaten penghasil beras terbesar dalam wilayah Sulawesi Selatan, ternyata tidak ditopang dengan kualitas pendidikan dan sumber daya manusia (SDM).

Dari 23 kota dan kabupaten yang ada di Sulsel, Kabupaten Pinrang menempati peringkat ke-21.

Hal itu tentu saja ironis. Wakil Bupati pun malu. Wakil Bupati Drs Ek H Kadir, Pais mengemukakan hal itu dalam kegiatan pembukaan work shop dan study banding USAID DBE I Senin (26/3) lalu di ruang pola kantor bupati.

Kadir mengaku sangat malu dengan posisi peringkat Kabupaten Pinrang dalam bidang pendidikan.

"Ini memalukan. Dan ini kenyataan karena sesuai dengan hasil penelitian internasional," katanya.

Kadir menjelaskan, untuk mengantisipasi posisi pendidikan Pinrang yang terpuruk, perlu tingkatan pelatihan utajanya bagi para guru, sehingga saat menjalankan tugasnya dalam proses belajar mengajar bisa ikut meningkatkan kualitas para murid dan siswa.

"Mulai dari sekarang metode dan perubahan dalam bidang pendidikan harus dilakukan untuk meningkatkan SDM seluruh pelaku pendidikan mulai dari guru hingga anak didik," paparnya.

Di tempat terpisah, Kepala tata usaha (KTU) Dinas Pendidikan dan Kebudayaan (PK) Pinrang, Drs Bardi MSI memertahkan pernyataan tersebut.

Kendati mengakui pendidikan Pinrang sempat terpuruk pada angka 21, namun penelitian yang dilakukan UNDP, lembaga dunia yang dibawah PBB, merupakan data lama.

"Itu data lama sekitar tahun 90-an lalu. Sekarang posisi pendidikan Pinrang justru semakin membaik," katanya.

Untuk tingkat sekolah menengah atas (SMA) Pinrang berada pada posisi pertama dan pada tingkat sekolah menengah pertama (SMP) Pinrang berada pada posisi 10. Hasil tersebut, merupakan penilaian sesuai dengan hasil ujian mata pelajaran yang diuji nasional untuk tahun ajaran 2005/2006.

"Peringkat tersebut terus mengalami kenaikan dari tahun ke tahun, utamanya dalam tiga tahun terakhir," paparnya. (dar/tri/C)



**PELATIHAN RPS** Koordinator Provinsi DBE 1, Mark Heyward Phd, menyerahkan sertifikat RPS kepada beberapa peserta pelatihan.

## DBE1-USAID Tingkatkan Mutu 15 Sekolah

**MAKASSAR, Upeks**—Decentralized Basic Education (DBE1) diberikan bantuan dan pelatihan sebagai bentuk peningkatan mutu kepada 15 Sekolah Dasar (SD) dan Madrasah Ibtidaiyah (MI) di Gugus Mamajang dan Tamalanrea yang merupakan sekolah binaan DBE-USAID di Kota Makassar, yang disorahkan Koordinator Provinsi DBE1, Mark Heyward Phd, belum lama ini.

Pelatihan yang dilaksanakan DBE1 untuk SD dan MI di Gugus Mamajang bertempat di SDN Mawas, 6-9 Juni. Sedangkan Gugus Tamalanrea bertempat di SD U Tamalanrea 5, pada 11 hingga 13 Juni. Setiap peserta terdiri kepala sekolah, komite

sekolah, guru dan orang tua murid.

Menurut Mark Heyward Phd, pelatihan ini merupakan salah satu bantuan teknis untuk sekolah dasar oleh DBE1-USAID sebagai bentuk bantuan hibah dari rakyat Amerika.

"Bantuan ini untuk meningkatkan mutu pendidikan dasar utamanya tair, layanan dan manajemen sekolah yang melibatkan masyarakat. Program ini merupakan kerjasama antara DBE1-USAID dengan Pemerintah Kota Makassar," jelasnya.

Sementara itu Koordinator DBE1 Kota Makassar, A Irma Heranti Bachar MSI, mengatakan bantuan teknis yang diberikan DBE1 berupa pelatihan

Rencana Pengembangan Sekolah (RPS) yang dibutuhkan setiap sekolah. RPS merupakan syarat akreditasi sekolah dan implementasi dari PP No 19/2005 tentang Standar Nasional Pendidikan serta merupakan perencanaan yang sangat dibutuhkan untuk pengembangan sekolah.

"RPS tersebut adalah perencanaan yang lahir dari proses identifikasi profil sekolah dan lingkungan sekitar sekolah dimana melibatkan semua unsur termasuk Kepala sekolah, guru dan komite sekolah. Penentuan profil sekolah, harapan, tantangan, dan alternatif pemecahan tantangan akan melahirkan program yang akan dilakukan sekolah," ujarnya. (jas/jar/C)

Sample Press Coverage from provincial and district dailies.




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**DBE1 Makes Donation to MI Al Falah Jakarta Pusat**  
March 27, 2007



On Monday March 26 2007, DBE 1 donated Rp. 570.000 as a donation to MI Al Falah which is participating in the USAID DBE project. The donation, which was presented by Mr. Nandang was received by MI Al Falah Principal, Mrs. Dra. Mursidah and witnessed by two teachers (see photo). The donation came from a honorarium from the Jakarta Post given to Mr. Basilius Bengtoku & Dr. Mark Heywood for an article they authored titled "School Based Management: Can it work in Indonesia?" that was published in The Jakarta Post on February 3 2007. The Donation was given to MI Al Falah because it is one of the schools that was badly damaged from the flood that hit Jakarta—the water level reached 1.5 meters. Much of the school's property was carried away by the flood; among them were desks, chairs, and teacher's cabinets. Even though the amount of this donation is small, we hope that it can alleviate the impact of the flood on the Madrasah.

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**Dedication to Education: District Trainer's Replication Story**  
June 26, 2007

**DBE Binjai District Facilitators Initiate Nonformal Education Promotion**  
June 25, 2007

**Engaging Learning for Nonformal Education: District Facilitator's Replication Story**  
June 25, 2007

**ICT Grant for Training and Socialization of ICT in Jeneponto District, South Sulawesi**  
June 25, 2007

**ICT Grant for Development and Production of e-Learning Teaching Aids in Enrekana District, South Sulawesi**  
June 25, 2007

**ICT Grant for Introducing ICT to Remote Locations and Enhancing Internet Access for Education Managers and the Community in Pangkajene Kepulauan District, South Sulawesi**  
June 15, 2007

**ICT Grant for Developing Interactive Training for Producing Multimedia Teaching Aids in Soppeng District, South Sulawesi**  
June 15, 2007

**ICT Grant for Development of Library Information System and Establishment of an Internet Cafe in Tuban District, East Java**  
June 15, 2007

**MOU signed for Cohort Expansion in Aceh**  
May 28, 2007

**DBE1 Makes Donation to MI Al Falah Jakarta Pusat**  
March 27, 2007

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tion and Capacity Building through Project Management

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BE1 Provincial Coordinator, South Sulawesi

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District  
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• Utilized your working relationships with key stakeholders  
• Demonstrated the seriousness and commitment of both the DBE team and participating districts  
• Resulted in local ownership of the decisions taken.

The process, whilst broadly common to all provinces, varied slightly from one to another. The following describes the process recently completed in South Sulawesi.



**Interviews to select a District Coordinator conducted in Sidrap District on 24th January 2007.**

The positions were advertised in the press (provincial and local), the internet, and informally through local networks. The selection process was explained to key stakeholders in each district. Applications were received through email and short-listed internally. Short-listed candidates were invited to attend an interview to coincide with initial district workshops. In each district a selection panel was appointed by the district Regent. Panels consisted of the DBE1 Provincial Coordinator and representatives of the Education Office, Religious Affairs Office, Regional Development and Planning Board and either the Education Board or local legislature. At each district workshop, following formalities and an introduction to the project, the selection panel met with the candidates. Each panel member was given a copy of the short-listed applications and CV plus a table on which to score each candidate against the selection criteria. Scores were weighted according to the importance of each criterion. A small weighting was included to encourage a healthy gender balance in the team. Candidates were interviewed individually by the panel and each was individually scored against each criterion. Interviews lasted approximately twenty minutes and were structured informally to encourage openness; each member asking questions in turn. It was explained that the role of the selection panel was to rank candidates and nominate a preferred candidate to central office of the Implementing Partner (RTI) and USAID in Jakarta where a final decision would be taken. It was also explained that the panel would not discuss salary or contractual issues, which would be addressed subsequently in discussion between RTI and the successful candidate. Candidates were invited to add information and ask questions of the panel at the conclusion of the interview. Once complete, scores were tallied and candidates were ranked on this basis. The panel then discussed the ranking and was invited to make adjustments if necessary. Tests were subsequently conducted with recommended candidates to confirm computer skills. In some cases, referees were also contacted for verification. Results were then sent to Jakarta for processing. As soon as USAID approval and contract negotiations were complete, local stakeholders and short-listed candidates were advised of the result.

This process succeeded not only in jointly selecting district coordinators through a merit-based process, but built the capacity of local stakeholders by demonstrating the process and its effectiveness. This participatory selection process was highly appreciated by stakeholders, resulting in excellent cooperation with local governments. In the District of Aceh a district official told us that this was the first time he was asked to participate in selecting project staff who would work in his district. The success of the project to date is in part a tribute to the success of this process; the quality of District Coordinators selected and the strong working relationships they have created with local governments. For further information

The image displays two screenshots of the USAID/DBE project website. The top screenshot shows a page titled "School canteen renovation and support for iqra books". It features a navigation menu on the left with options like Home, About DBE, News, Good Practices, Event List, Resource Materials, Partners, and DBE Location. The main content area includes a header with USAID and DBE logos, a "Login Contact Us" button, and a language selector. The article text describes the renovation of a school canteen at SDN 14 Bonto-bonto and the support for iqra books. An image shows a clean, renovated canteen with the caption: "A nice and clean renovated canteen... students are now happy to go there...".

The bottom screenshot shows a page titled "Good Practices | All Stories". It features a similar navigation menu and header. The main content area lists several good practice stories, each with a "View" button. The stories include: "SDN Blok 1 Cilegon Winner Of 2007 Contest for Healthy Living Environment Indonesia - May 25, 2007", "As a result of this hard work, SDN Blok 1 won the 2007 Contest for Healthy Living Environment for Banten province. For this achievement, the school has been invited by the Ministry of Environment to take ...", "The Training of 'Wartawan Cilik' (Little Journalists) Indonesia - Apr 23, 2007", "Support of Local Media and PWI (Indonesian Journalist Association) The Chairman of School Committee and Headmaster said that the 'wartawan cilik' training activities were supported by many organizations ...", "Case Study Linking Quality Inputs to School Development Plans Indonesia - Apr 13, 2007", "Using the RPS development process alongside the provision of competitive grants benefits schools by creating a 'bridge' between the school and the department of education ensure that bottom-up feedback ...", and "A Case Study in Participation and Capacity Building through Project Management".

The bottom screenshot also shows a page titled "Case Study Linking Quality Inputs to School Development Plans". It features a similar navigation menu and header. The main content area includes a header with USAID and DBE logos, a "Login Contact Us" button, and a language selector. The article text describes the impact of DBE School Development Planning (Rencana Pengembangan Sekolah - RPS) programs on improved education management system. An image shows a group of people in a meeting room with the caption: "SD 167649 Tebing Tinggi, North Sumatera is finishing their SDP assisted by District Facilitators".

Good practice stories, news, reports and other resources published on the project website.

## Appendix 2: List of Publications

Appendix 2 provides a complete list of publications produced by DBE1 up until June 2007. This list does not include internal publications, but does include reports intended for both internal project and external stakeholder audiences. It also includes independent press coverage. The first section covers national publications arranged grouped in technical areas. The second section covers provincial and district publications, grouped by province.

### National Publications April 2005 – June 2007

#### School Development Planning & Other

Date	Title	Publication type	Audience
Mei, 2007	Panduan RPS/M (SD/MI)	Manual	PC, PS, DC, DF, KKRPS/M (SD/MI)
April, 2007	Panduan Teknik Fasilitasi (SD/MI)	Manual	PC, PS, DC, DF, KKRPS/M (SD/MI)
Mei, 2007	Panduan Replikasi RPS/M (SD/MI)	Manual	PC, PS, DC, DF, KKRPS/M (SD/MI)
April, 2007	Panduan Updating RPS/M (SD/MI)	Manual	PC, PS, DC, DF, KKRPS/M (SD/MI)
Mei, 2006	Rencana Pengembangan Sekolah/Madrasah Tahap 1& 2 (SD/MI)	Power point: Training material	DC, DF, KKRPS/M
Mei, 2006	Rencana Pengembangan Sekolah/Madrasah Tahap 3& 4 (SD/MI)	Power point: Training material	DC, DF, KKRPS/M
Maret, 2007	Rencana Pengembangan SMP / MTs.	Power point: Training material	Dir.SMP, Mapenda, Kabid Dikdas Prov, Kabid Dikdas Kab./Kota
Mei 2007	Draft Panduan RPS/M tingkat SMP/MTs.	Manual	PC, PS, DC, DF, KKRPS/M (SMP / MTs)
Juni, 2007	Revisi Panduan RPS/M tingkat SMP/MTs	Manual	SMP & MTs
Juli 2006	Manajemen Berbasis Sekolah	Power point: Training material	DC, DF, KKRPS/M
Juni, 2006	Peran dan Fungsi Komite Sekolah	Power point: Training material	Kepala Sekolah & Komite Sekolah
Agus. 2006	TOR (Panduan) Pelaksanaan Magang	Manual	Dinas Pend., Kep Sek, Kom Sek, Guru.
Sept. 2006	Pedoman Kunjungan Sekolah	Training material	Dinas Pend., Kep Sek, Kom Sek, Guru.
Juni, 2006	Teknik Fasilitasi	Power point: Training material	DF & DC
Nov. 2005	Evaluasi Pelatihan	Manual	DC, DF, KKRPS/M, Komite Sekolah, Kepala Sekolah
Sept. 2005	Meeting Report	Manual	DF & DC
Mei, 2006	Observation Report	Manual	DF & DC
Nov. 2006	Memulai TraiNet	Power point: Training material	DIS & DIA

Date	Title	Publication type	Audience
Jan. 2007	RPS/RPM	Power point: Training material	DC, DF, KKRPS/M
Okt. 2005	Instrumen Pelatihan DSC dan DC	Manual	DC & Stakeholder Kabupaten
Agus. 2006	Panduan RPS untuk Sekolah	Manual	DC, DF, Dinas Pend., Komite Sekolah, Stakeholder kabupaten
Nov. 2006	Manual RPS Komplit	Manual	DC, DF, Dinas Pend., Komite Sekolah, Stakeholder kabupaten
Agus. 2006	Panduan RPS untuk sekolah 3 dan 4	Power point: Training material	DC, DF, Dinas Pend., Komite Sekolah, Stakeholder kabupaten
Sept. 2006	Penyusunan RPS tahap 4	Power point: Training material	DC, DF, Dinas Pend., Komite Sekolah, Stakeholder kabupaten
Juli, 2006	Matrix Status TraiNet	Report	PC
Sept, 2005	Pengelolaan, Koordinasi Pelatihan & Pasca Pelatihan	Power point: Training material	PC, PS, DC.
April, 2006	Profil Sekolah	Power point: Training material	DC, DF, KKRPS
April, 2006	Perumusan Harapan Stakeholders	Power point: Training material	DC, DF, KKRPS
April, 2006	Perumusan Tantangan	Power point: Training material	DC, DF, KKRPS
April 2006	Alternatif Pemecahan	Power point: Training material	DC, DF, KKRPS
April, 2006	Sasaran, Program, dan Kegiatan	Power point: Training material	DC, DF, KKRPS
Agut. 2005	Aceh Feasibility Study	Report	USAID, RTI, DBE1
Mei, 2007	Draft MOU Dinas Pendidikan Provinsi Jakarta	Power point: Training material	DBE, Dinas Pendidikan Prov. Jakarta
Mar, 2007	Pengenalan DBE1	Power point: Training material	Dinas Pendidikan Prov. Jakarta
Okto. 06	Evaluasi Kunjungan Sekolah	Manual	Dinas Pendidikan, Kep Sek, Kom Sek.
Okto. 2006	Panduan Program Magang	Manual	Dinas Pendidikan, Kep Sek, Kom Sek.
Okto. 2006	Program Magang	Report	DBE1, DBE2, Dinas Pendidikan, Kep Sek, Kom Sek.
Sept. 3006	MOU Kab.Manokwari		Pemerintah Kabupaten
Sept. 2006	MOU Kota Manokwari		Pemerintah Kota
Sept. 2006	Kota Sorong		Pemerintah Kota
Okt. 2006	Rata-rata Biaya Pelatihan di Jawa Timur	Report	DBE1, PC
Nov. 2005	Training Template	Manual	PS, DC, DF
Jan. 2006	Pedoman Observasi Kelas	Manual	Dinas Pendidikan, Kep Sek, Kom Sek.
Aug. 2006	Penanggungjawab Kegiatan	Training Module	Kepala Sekolah, Komite Sekolah
Mei, 2006	Evaluasi Diri Komite Sekolah	Training Module	Kepala Sekolah, Komite Sekolah
ongoing	72 Weekly and Bi-Weekly Reports	Reports - Web-based publication (Acrobat)	Stakeholders and Public
Maret 06	Pentingan RPS	PowerPoint	District & subdistrict stakeholders

Date	Title	Publication type	Audience
		training material	
12-16 Februari 2007	Loakakarya-1 Tim Pengembangan RPK Provinsi Kabar dan Banten	Power Point Training Material CDP, Renstra	PC, All PS & DC

#### School Committee Modules

Date	Title	Publication type	Audience
2006	BAGIAN I <ul style="list-style-type: none"> <li>Pengenalan Peran dan Fungsi</li> </ul>	1 x Training Module	Trainers
2006	BAGIAN II <ul style="list-style-type: none"> <li>Mawas Diri</li> </ul>	1 x Training Module	Trainers
2006	BAGIAN III <ul style="list-style-type: none"> <li>Penguatan Keorganisasian Komite Sekolah</li> <li>Pembentukan dan keterwakilan</li> <li>Kepekaan gender</li> <li>Kepekaan kelompok marginal</li> <li>Organisasi Komite Sekolah</li> </ul>	5 x Training Module	Trainers
2006	BAGIAN IV <ul style="list-style-type: none"> <li>Penguatan Keorganisasian Komite Sekolah</li> <li>Partisipasi, transparansi dan akuntabilitas</li> <li>Penjaringan aspirasi masyarakat</li> <li>Kemitraan</li> <li>Pendanaan alternatif</li> </ul>	5 x Training Module	Trainers
2006	BAGIAN V <ul style="list-style-type: none"> <li>Peningkatan Peran Komite Sekolah Dalam Menunjang Program Sekolah</li> <li>Memakai RPS sebagai acuan kerja</li> <li>Pembukuan sederhana</li> <li>Pelaporan sederhana</li> <li>Identifikasi sumber-sumber belajar</li> </ul>	5 x Training Module	Trainers
2006	Kepemimpinan bagi Kepala Sekolah	Training Module	Trainers

#### Budget and Finance Publications

Date	Title	Publication type	Audience
Maret 06	RPS - RAPB & RAPBS - Revisi 23 Mar 05 dibuat untuk lokakarya review RPS di Cisarua bulan Maret 2006.	Manual (PowerPoint)	Trainers
Okt 06	Buku Pedoman Analisa Keuangan Pendidikan Kabupaten/Kota yang diberi tanggal December 2006	Manual	District Stakeholders
April 07	Tahap V - Renstra SKPD – versi Apr 07.ppt	Manual (PowerPoint)	Trainers
Dalam	Buku Pedoman Penghitungan Biaya Satuan	Manual	Stakeholders: Bisa

Date	Title	Publication type	Audience
pembuatan	Pendidikan untuk Biaya Operasional Pendidikan. Diperkirakan akan selesai akhir Agustus 2007		dipakai untuk replikasi di kabupaten/kota lain
06-07	Analisa Keuangan Pendidikan Kab/Kota (AKPK) dan Laporan AKPK untuk masing-masing Kabupaten/Kota cohort 1	Reports 6 x Excel Spreadsheets	District Stakeholders
Juni 07	Laporan AKPK untuk 3 Kab/Kota di Provinsi Papua Barat : Kota Sorong, Kab Sorong Selatan, dan Kab Manokwari	Reports (Spreadsheets & Word)	District Stakeholders

#### Public-Private Alliance Publications

Date	Title	Publication type	Audience
	PPA Manual		
2006	Draft PPA Operational Framework	Manual	DBE Staff
2006	Kemitraan, Panduan untuk Pelatih	Manual	Facilitators
2006	Draft PPA Operational Framework, 2006 Kemitraan, Panduan untuk Pelatih	Manual	Trainers
2006	Partnership, Manual for Facilitator	Manual	Facilitators
2007	Modul Kemitraan, Modul TOT Komite Sekolah	Training Module	Trainers
2007	Partnership Module, School Committee TOT Module	Training Module	Trainers
2007	Mengidentifikasi Alternatif Pendanaan Sekolah, Modul TOT Komite Sekolah	Training Module	Trainers
2007	School's Alternative Funding Program, School Committee TOT Module	Training Module	Trainers
	Chevron Alliance - NAD		
2007	Chevron Alliance Report # 4, March	Report	Stakeholders
2006	USAID-Chevron Vocational Training Monitoring & Evaluation, Interview Guide,	Report	Stakeholders
June 2006	USAID-Chevron Vocational Training Monitoring & Evaluation, Baseline Report,	Report	Stakeholders
April 2006	USAID-Chevron Vocational Training Monitoring & Evaluation, Work Plan,	Report	Stakeholders
April 2006	USAID-Chevron Vocational Training Monitoring & Evaluation, Impact Report # 1,	Report	Stakeholders
April 2006	USAID-Chevron Vocational Training Monitoring & Evaluation, Implementation Report # 1,	Report	Stakeholders
September 2006	USAID-Chevron Vocational Training Monitoring & Evaluation, Impact Report # 2,	Report	Stakeholders
September 2006	USAID-Chevron Vocational Training Monitoring & Evaluation, Implementation Report # 2,	Report	Stakeholders
December 2006	USAID-Chevron Vocational Training Monitoring & Evaluation, Implementation Report # 3,	Report	Stakeholders
March 2007	USAID-Chevron Vocational Training Monitoring & Evaluation, Impact Report # 3,	Report	Stakeholders

Date	Title	Publication type	Audience
2007	USAID-Chevron Vocational Training Monitoring & Evaluation, Implementation	Report	Stakeholders
Agustus 2005	Aliansi USAID dan Chevron Membidik Pelatihan Kejuruan bagi Pemuda Aceh, <a href="http://www.aceh-eye.org/data_files/bahasa_format/aceh_disaster/aceh_disaster_foreign/tsunami_foreign_us/foreign_us_usaid/foreign_us_usaid_2005_08_15.html">http://www.aceh-eye.org/data_files/bahasa_format/aceh_disaster/aceh_disaster_foreign/tsunami_foreign_us/foreign_us_usaid/foreign_us_usaid_2005_08_15.html</a>	Press Coverage	Public
August 2005	USAID and Chevron Alliance Targets Vocational Training for Acehese Youth, <a href="http://indonesia.usaid.gov/(S(t5iq0545j1nwbz3ayyxntyjf))/en/Article.aspx?id=7">http://indonesia.usaid.gov/(S(t5iq0545j1nwbz3ayyxntyjf))/en/Article.aspx?id=7</a>	Press Coverage	Public
April 2006	USAID and Chevron Alliance Celebrates Vocational Training Graduation,	Press Coverage	Public
April 2006	<a href="http://indonesia.usaid.gov/(S(huaypgi1mh00dtj0i0mlobmk))/en/Article.aspx?id=149">http://indonesia.usaid.gov/(S(huaypgi1mh00dtj0i0mlobmk))/en/Article.aspx?id=149</a>	Press Coverage	Public
April 2006	<a href="http://jakarta.usembassy.gov/bhs/siaran-pers/wisuda_cevron.htm">http://jakarta.usembassy.gov/bhs/siaran-pers/wisuda_cevron.htm</a>	Press Coverage	Public
April 2006	<a href="http://jakarta.usembassy.gov/press_rel/usaid_cevron06.html">http://jakarta.usembassy.gov/press_rel/usaid_cevron06.html</a>	Press Coverage	Public
	BP Alliance		
Maret 2007	Laporan Kegiatan Magang Tim Provinsi Papua Barat di Kabupaten Probolinggo & Kota Mojokerto,	Report	Stakeholders
April 2007	Hasil Monitoring Baseline Provinsi Papua Barat, Analisis Konstektual Pendidikan Kota Sorong, Kabupaten Sorong Selatan & Kabupaten Manokwari,	Report	Stakeholders
Selasa 27 Februari 2007	Pemkab Manokwari Tandatangani NK dengan USAID, Fajar Papua	Press Coverage	Mass public
	BP Migas Alliance		
November 2006	Laporan Pelatihan Tim Rekonstruksi-Rehabilitasi Kabupaten Klaten,	Report	Stakeholders
November 2006	Laporan Kunjungan Lapangan SDN Gondangan,	Report	Stakeholders
November 2006	Laporan Pemantauan Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero,	Report	Stakeholders
Desember 2006	Laporan Fasilitas Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Kedua,	Report	Stakeholders
Desember 2006	Laporan Fasilitas Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Ketiga,	Report	Stakeholders
Desember 2006	Laporan Fasilitas Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Keempat,	Report	Stakeholders
Januari 2007	Laporan Fasilitas Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Kelima,	Report	Stakeholders
Januari 2007	Laporan Fasilitas Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Keenam,	Report	Stakeholders
Januari 2007	Laporan Fasilitas Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Ketujuh,	Report	Stakeholders
Januari	Laporan Fasilitas Tim Rekonstruksi SDN 01/02	Report	Stakeholders

Date	Title	Publication type	Audience
2007	Gondangan & SDN 01 Bero, Laporan Kedelapan,		
Februari 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Kesembilan,	Report	Stakeholders
Februari 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Kesepuluh,	Report	Stakeholders
Februari 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Kesebelas,	Report	Stakeholders
Februari 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Keduabelas,	Report	Stakeholders
Maret 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Ketigabelas,	Report	Stakeholders
Maret 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Keempatbelas,	Report	Stakeholders
Maret 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Kelimabelas,	Report	Stakeholders
Maret 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Keenambelas,	Report	Stakeholders
Maret 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Ketujuhbelas,	Report	Stakeholders
April 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Kedelapanbelas,	Report	Stakeholders
April 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Kesembilanbelas,	Report	Stakeholders
April 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Keduapuluh,	Report	Stakeholders
April 2007	Laporan Fasilitasi Tim Rekonstruksi SDN 01/02 Gondangan & SDN 01 Bero, Laporan Keduapuluhsatu,	Report	Stakeholders
	ConocoPhillips Alliance		
March 2007	SCHOOL ASSESSMENT, USAID-ConocoPhillips Education Response Alliance In Central Java and Yogyakarta,	Report	Stakeholders
January 2007	USAID and ConocoPhillips Sign \$1 Million Agreement for Education Recovery in Earthquake-Affected Central Java and Yogyakarta, <a href="http://indonesia.usaid.gov/(S(wqqmsl23xpn31e2utjgm145))/en/Article.aspx?id=234">http://indonesia.usaid.gov/(S(wqqmsl23xpn31e2utjgm145))/en/Article.aspx?id=234</a>	Press Coverage	Public
	Chevron Alliance - Yogyakarta		
April 2007	Laporan Assessment, SDN Kalongan, Depok, Sleman, Daerah Istimewa Yogyakarta,	Report	Stakeholders

### Monitoring & Evaluation

Date	Title	Publication type	Audience
	Baseline report	Report	Stakeholders
	Report Measure	Report	Stakeholders

## Provincial & District Publications

### April 2005- June 2007

#### South Sulawesi

Date	Title	Publication type	Audience
May 05-present	Introduction to DBE (35 versions of introductory presentations for various stakeholder audiences from national, provincial, district and school cluster levels)	PowerPoint Socialization Presentation	Various stakeholder audiences from national, provincial, district and school cluster levels
Maret 07	TORs & Panduan untuk Module Kepemimpinan Kepala Sekolah	Word - Manual	Trainers
Sep 05	Good Governance training materials (4 presentations)	PowerPoint training material	District stakeholders
Oct 05	Prinsip-Prinsip Training DBE1	PowerPoint training material	District Facilitators
Nov 05	Hasil Kunjungan Sekolah Jawa Timur 16 presentations	PowerPoint & Word training material	Stakeholders (national, provincial & district)
Des 05	Manajemen Berbasis Sekolah (MBS)	PowerPoint training material	School & District stakeholders
Des 05	Partisipasi Masyarakat (PSM)	PowerPoint training material	School & District stakeholders
Des 05	Rencana Pengembangan Sekolah (Intro)	PowerPoint training material	School & District stakeholders
Des 05	Pedoman untuk kunjungan sekolah	Word training material	School & District stakeholders (study-tour participants)
Jan 06	Dewan & Komite Sekolah	PowerPoint training material	School & community stakeholders (study-tour participants)
Feb 06	Sekolah Ramah Anak	PowerPoint training material	School & community stakeholders
Feb 06	Peran, Fungsi & Tugas Tim Teknis dan District Fasilitator	PowerPoint training material	District & subdistrict stakeholders
Feb 06	Gambaran Awal untuk Proses Rencana Pengembangan Sekolah	PowerPoint training material	District & subdistrict stakeholders
Feb 06	Pemandu Ideal	PowerPoint training material	District & subdistrict stakeholders
Maret 06	Langkah-Langkah RPS	PowerPoint training material	District & subdistrict stakeholders
Maret 06	RPS Tahap 2	PowerPoint training material	District & subdistrict stakeholders
Maret 06	RPS Tahap 3	PowerPoint training material	District & subdistrict stakeholders
Maret 06	RPS Tahap 4	PowerPoint training material	District & subdistrict stakeholders

Date	Title	Publication type	Audience
April 06	RPS – Main Peran konsultasi sekolah	PowerPoint training material	District & subdistrict stakeholders
April 06	Partisipasi Masyarakat	PowerPoint training material	District & subdistrict stakeholders
April 06	Pendalaman Teknik Fasilitasi	PowerPoint training material	District & subdistrict stakeholders
May 06	Hak-hak Anak	PowerPoint training material	District & subdistrict stakeholders
May 06	Cerita Si Dewi. Story – Perspektif Anak	Word doc – training material	District & subdistrict stakeholders
Oct 06	TORs (Panduan) Lokakarya sekolah acuan	Manual - Word doc	Trainers
Oct 06	Pengalaman menjadi sekolah acuan	PowerPoint training material	Subdistrict & School level stakeholders
Feb 07	Renstra Satuan Kerja Perangkat Daerah (Renstra-SKPS)	PowerPoint training material	District level stakeholders
Feb 07	Penjelasan Teknis RPK Dinas Pendidikan Kabupaten/Kota	PowerPoint training material	District level stakeholders
Sept 06	Laporan Pelaksanaan DBE123 Sulsel	Report	Stakeholders national, provincial, district
May 07	Cohort II Selection Process	Report	Provincial Stakeholders
Press coverage			
	Kab. Enrekang		
2005	Pemkab Sosialisasi DBE	Newspaper article	Public
7 Jul 2006	Bappeda Sulsel Pantau Penggunaan dana daerah	Newspaper article	Public
4 Apr 2007	3 Indikator Mutu Pendidikan	Newspaper article	Public
7 Apr 2007	Gubernur buka pentas prestasi belajar	Newspaper article	Public
27 Apr 2007	Studi banding Kepsek Pinrang Tour ke Enrekang	Newspaper article	Public
3 Jan 2007	SD Enrekang Jadi tujuan Studi Banding	Newspaper article	Public
1 Nov 2007	Bupati Bakal Evaluasi Program DBE	Newspaper article	Public
18 Jul 2007	Program USAID di Enrekang berjalan lancar	Newspaper article	Public
19 Jul 2006	Pemkab dukung Program USAID	Newspaper article	Public
19 Jul 2006	Enrekang Aplikasikan Program USAID	Newspaper article	Public
19 Jul 2006	Audiensi Pemda Enrekang dengan DBE	Newspaper article	Public
13 Jul 2006	Perbaiki Mutu Pendidikan Dasar di Enrekang	Newspaper article	Public
13 Jul 2006	DBE1 Tahap 3 berjalan sukses	Newspaper article	Public
25 Jun 2006	DBE bantu tingkatkan Pendidikan Enrekang	Newspaper article	Public
23 Jun 2006	Program USAID di nilai tak Efektif	Newspaper article	Public
9 Jun 2006	Hari ini, Pelaksanaan Kegiatan DBE1 Enrekang	Newspaper article	Public

Date	Title	Publication type	Audience
10 Mei 2007	Program USAID terkendala	Newspaper article	Public
2 Mei 2007	Makanan khas daerah warnai lokasi Pameran	Newspaper article	Public
25 Apr 2007	USAID Enrekang gelar lokakarya RPS II	Newspaper article	Public
29 Apr 2007	USAID Adakan lokakarya RPS gugus I	Newspaper article	Public
8 Mar 2007	RPS SD/MI dilokakaryakan	Newspaper article	Public
23 Mei 2007	DBE-USAID anak didik mesti diajar berdemokrasi	Newspaper article	Public
	Kab. Pangkep		
3 Mei 2007	Amin serahkan penghargaan DBE Amerika di Pangkep	Newspaper article	Public
2 Mei 2007	Anggaran pendidikan di Pangkep 20 persen	Newspaper article	Public
3 Mei 2007	Dari hari peringatan Hardiknas di Pangkep	Newspaper article	Public
3 Mei 2007	Image....n	Newspaper article	Public
	Kab. Soppeng		
Okt 2006	Bupati dan Wakil Bupati menyambut gembira kehadiran program DBEUSAID	Newspaper article	Public
	Bupati dan Wakil Bupati Soppeng menyambut gembira kehadiran DBE untuk membantu mengembangkan pendidikan	Newspaper article	Public
	Kota Palopo		
24 Dec 2005	USAID siap Rekrut Enam Fasilitator DBE	Newspaper article	Public
28 Oct 2005	USAID jadikan Palopo percontohan	Newspaper article	Public
23 Aug 2005	Hari ini Workshop USAID di gelar	Newspaper article	Public
	USAID-DPRD bahas soal kualitas pendidikan	Newspaper article	Public
27 Jul 2005	Mutu Pendidikan Palopo terbaik di Sulsel	Newspaper article	Public
3 Dec 2005	USAID mulai laksanakan Program	Newspaper article	Public
24 Mei 2007	DBE3 beri bekal para Kepsek	Newspaper article	Public
	Kota Makassar		
21 Mei 2007	Tim Pengarah DBE-USAID bertemu Walikota	Newspaper article	Public
8 Mei 2007	Walikota terima Tim teknis DBE Sulsel	Newspaper article	Public
	Kab. Pinrang		
25 Apr 2007	Digenjot lahirnya Manajemen Sekolah Profesional	Newspaper article	Public
24 Apr 2007	DBE1 USAID Pelopori Profesionalisme Manajemen Sekolah	Newspaper article	Public
28 Mar 2007	Wakil Bupati Malu Pinrang peringkat 21 Bidang Pendidikan	Newspaper article	Public
17 Apr 2007	DBE USAID gelar pelatihan	Newspaper article	Public
27 Mar 2007	Kadir Pais:" Masiriki Pinrang di Urutan	Newspaper article	Public

Date	Title	Publication type	Audience
	21" Tingkatkan Mutu Pendidikan di Sulsel		
28 Mar 2007	Guru-Kasek "Diangkut" Ke Enrekang-Soppeng	Newspaper article	Public
14 Mar 2007	DBE gandeng multi elemen tingkatkan mutu pendidikan	Newspaper article	Public
24 Mar 2007	Genjot peningkatan mutu pendidikan dasar	Newspaper article	Public
17 Feb 2007	Sosialisasi Program Pendidikan USAID	Newspaper article	Public
	Kab. Sidrap		
23 Apr 2007	Mr. Mark Heyward Tutup pelatihan RPS gugus II	Newspaper article	Public
2007	Wabup Sidrap & Koordinator DBE Sulsel kunjungi SDN 4 Betao	Newspaper article	Public
	Kab. Luwu		
29 Mar 2007	Guru Luwu berguru di Palopo	Newspaper article	Public
	Provinsi		
1 Oct 2005	Desentralisasi Pendidikan diperkenalkan di Parepare	Newspaper article	Public
20 Dec 2005	DBE Tingkatkan Mutu Pendidikan Dasar	Newspaper article	Public
24 Oct 2005	USAID Lirik potensi pendidikan di Parepare	Newspaper article	Public
2 Jan 2006	Studi Banding Tingkatkan kualitas Pendidikan	Newspaper article	Public
12 Mei 2006	Sulsel dapat hibah dari AS untuk proyek peningkatan mutu pendidikan dasar	Newspaper article	Public
April 2007	DBE: Learning the Lessons from Eastern Indonesia DBE Belajar dari Pengalaman di Kawasan Timur Indonesia	Newsletter article	Development Stakeholders Eastern Indonesia
2 Mei 2007	USAID Luncurkan Empat Hibah	Newspaper article	Public

#### East Java

Date	Title	Publication Type	Audience
Oct 05	Introduction to DBE	PowerPoint Socialization	DC, District Stake holder
Oct 05	Laporan District Coordinator Induction Training	Manual	DC, District Stake holder and DSC
Oct 05	Instrumen Pelatihan DSC dan DC	Manual	DC, District Stake holder
Oct 05	Format Rencana Kerja	Manual	PS, DC
May 06	Grant Application Form	Manual (Forms)	Dinas Pendidikan, Kandepag dan Perpustakaan, DC
May 06	Grant Application Questionnaire	Manual (Forms)	Dinas Pendidikan, Kandepag dan Perpustakaan, DC

Date	Title	Publication Type	Audience
May 06	Panduan Proposal RFA	Manual	Dinas Pendidikan, Kandepag dan Perpustakaan, DC
May 06	RKTL ICT Grant	Manual	Tim ICT Grant
Aug 06	Laporan Workshop Entry Data M&E-1 (Hasil Analisis)	Manual	DC, Staf Dinas Pendidikan, Staf Kandepag, , Staf Bappeda
Aug 06	Panduan Singkat Mendes M&E	Manual	DC, Staf Dinas Pendidikan, Staf Kandepag, , Staf Bappeda
06	Panduan Singkat Operasional PDMS	Manual	Pengawas (DF), DC
Dec 06	Laporan Workshop Unit Cost di Kabupaten Sidoarjo	Manual	Kepala Sekolah, Guru, Dinas, Bapeda
April 06	Panduan dan Bahan Pelatihan Dasar-Dasar Fasilitasi bagi Fasilitator	Manual (Word book)	Pengawas (DF), DC
Oct 06	Laporan Pemilihan/Kota Tahap II DBE1 Jawa Timur	Manual	Bappeda, Dinas Pendidikan, Depag, Dewan Pendidikan, PGRI
06	PDMS UA Training Module	Training module	Trainers
Oct 05	Capacity Building	PowerPoint Training Material	DC, District Stake holder
Oct 05	Good Governance	PowerPoint Training Material	DC, District Stake holder
Oct 05	Org., Institution, Stakeholders in Education	PowerPoint Training Material	DC, District Stake holder
April 06	Laporan Teknik Fasilitasi DC+DF, Al Hikam Malang <ul style="list-style-type: none"> <li>• Kontrak Belajar</li> <li>• Pendidikan Orang Dewasa</li> <li>• Teknik Fasilitasi</li> <li>• Ramah Anak</li> <li>• Mendengar Aktif</li> <li>• Teknik Bertanya</li> <li>• Skenario Teknik Bertanya</li> <li>• Kemampuan Bertanya</li> <li>• Pengelolaan Kelompok</li> <li>• Macam Pertanyaan</li> </ul>	10 PowerPoint Training Materials	Trainers
May 06	Hotspots	PowerPoint Training Material	Dinas Pendidikan, Kandepag dan Perpustakaan, DC
May 06	ICT Grant Revisi	PowerPoint Training Material	Dinas Pendidikan, Kandepag dan Perpustakaan, DC
May 06	Instruksi Proposal	PowerPoint Training Material	Dinas Pendidikan, Kandepag dan Perpustakaan, DC
May 06	ICT Grant Guide	PowerPoint Manual	Dinas Pendidikan, Kandepag dan Perpustakaan, DC

Date	Title	Publication Type	Audience
May 06	Aliansi Publik Swasta	PowerPoint Training Material	Dinas Pendidikan, Kandepag dan Perpustakaan, DC
06	Laporan Training Tuban	Report	KKRPS, Pengawas (DF)
April 07	Laporan Sosialisasi Governance di 9 Kabupaten-Kota	Report	DPRD, Dewan Pendidikan,
April 07	Laporan Kegiatan Road Show 2-20 April 2007	Report	DPRD, Dewan Pendidikan
Sept 06	Laporan TOT Komite Sekolah Grand Tawas <ul style="list-style-type: none"> <li>• Maksud dan Tujuan</li> <li>• Alur TOT</li> <li>• Dukungan DBE1</li> <li>• Acuan Dasar Hukum Pendidikan</li> <li>• Peran dan Fungsi Komite Sekolah</li> </ul>	Report	Pengawas (DF) DC, PS
Dec 05	Laporan Training DF Batu	Report	Pengawas (DF)
Jan 06	Laporan Training Kepala Sekolah-Komite Sekolah-Stakeholder	Report	Kepala sekolah, Komite Sekolah
May 06	Laporan Workshop ICT Grant	Report	Dinas Pendidikan, Kandepag dan Perpustakaan, DC
May 06	Progress Hibah Inovasi Akses ICT	PowerPoint Report	Dinas Pendidikan, Kandepag dan Perpustakaan, DC
Jan 06	Laporan Workshop Entry Baseline Data	Report	DC, Staf Dinas Pendidikan, Staf Kandepag, Staf Bappeda
Aug 06	Laporan Workshop Evaluasi Manual RPS <ul style="list-style-type: none"> <li>• Kesimpulan Penilaian Kuesioner</li> <li>• Kelompok PS, DC, DF, KCD,</li> <li>• Kasubdin, KKRPS 1 dan 2</li> </ul>	Report	DC, DF, DSC, KS, Komite Sekolah
Aug 06	Laporan Workshop Kombinasi M&E dan PDMS	Report	DC, Staf Dinas Pendidikan, Staf Kandepag, dan Staf Bappeda
Des 06- Jan 07	Laporan Pengembangan dan Penguatan Komite Sekolah di Tingkat Sekolah Tahap 1-Cohort 1	Report	Kepala Sekolah, Guru, Komite Sekolah, Yayasan dan Paguyuban Kelas
May 07	Laporan Workshop Entry Baseline Data untuk SD-MI Cohort 2	Report	DC, Staf Dinas Pendidikan, Staf Kandepag
Press Coverage			
March 06	Wawancara Program DBE1 dengan Radio Pendidikan (Rapendik)	Radio Report	General Public
18 Juli 2006	DBE Gelar Pelatihan RPS	Newspaper article	General Public
06 Juli 2006	Deputi Menkokesra Puji SDN Kemayoran 1	Newspaper article	General Public
08 Februari 2007	Bantuan Luar Negeri - USAID Bantu 96 Sekolah	Newspaper article	General Public

Date	Title	Publication Type	Audience
08 Februari 2007	Benahi Manajemen Sekolah Lewat DBE	Newspaper article	General Public
08 Februari 2007	USAID Kembangkan DBE	Newspaper article	General Public
13 Februari 2007	Cari Terobosan Pengembangan Pendidikan	Newspaper article	General Public
19 Februari 2007	Mengejar Mutu Pendidikan Melalui DBE - Target 2.000 Sekolah pada 2010	Newspaper article	General Public
19 Februari 2007	Dorong Akreditasi Sebelum Otonom	Newspaper article	General Public
19 Februari 2007	Cakupan Program DBE	Newspaper article	General Public
04 April 2007	Perwakilan USAID Sosialisasikan DBE	Newspaper article	General Public
Edisi:122/VII-Dwi Minggu II April 2007	Kadar kualitas 16 SD Binaan DBE USAID - Tunjukkan Perkembangan Menggembirakan	Newspaper article	General Public
Edisi: 123/Vii-Dwi Minggu I Mei 2007	SDN Blega II dan Kajian I Ditunjuk Sebagai Sekolah Acuan	Newspaper article	General Public
11 Juni 2007	Program DBE untuk SD dan MI	Newspaper article	General Public
21 Maret 2006	Dialog Program DBE dengan Radio Pendidikan Propinsi Jawa Timur	Newspaper article	General Public
03 April 2007	Dialog Program DBE 1 (Governance) dengan DPRD Kab. Bojonegoro	Newspaper article	General Public
10 April 2007	Dialog Program DBE 1 (Training Management and Governance: Kunjungan Sekolah Acuan) Dengan Bpk. Rasmaji - Kasi. Kurikulum Dinas Pendidikan Kab. Bojonegoro	Newspaper article	General Public

#### Central Java

Date	Title	Publication type	Audience
Februari 2007	Program DBE	PowerPoint Socialization Presentation	Stakeholders: Kepsek, Komsek, Staf Dinas
2007	Manual on Media Review	Manual	Mass Media stakeholders
April 2007	Panduan Pemutakhiran (Updating) RPS/RPM	Manual	Trainers: DFs, DCs
5-3-2007	Panduan Replikasi RPS	Manual	Trainers: DFs, DCs
Mei 2007	Penguatan Komite Sekolah	Training Module	Komite Sekolah
16-6-2007	Modul Kepemimpinan Buat Kepala Sekolah	Training Module	Leadership Training participants
Februari 2007	FGD Jajak Kepuasan	Training Module	Peserta FGD (Training Participants)
23-4-2007	Pelatihan Dasar Fasilitasi bagi DC dan DF	Training Module	Trainees: DFs, DCs

Date	Title	Publication type	Audience
14-2-2007	Workshop RPK (Jejara, Kudus)	PowerPoint training material	Tim RPK & district stakeholders
Januari 2007	Sosialisasi RPK-Renstra	PowerPoint training material	District stakeholders: Tim RPK, Kadinas
27-4-2007	Audiensi dengan Bupati Klaten	PowerPoint training material	District stakeholders: Bupati, Dinas P&K
5-3-2007	Matrix Replikasi RPS	PowerPoint training material	Trainers: DFs, DCs
28-02-2007	Workshop #1 RPK Kudus (Kajian Kinerja, Jajak Citra, FGD)	Training material	District stakeholders: Tim RPK-Renstra
06-03-2007	Workshop #2 RPK Jejara	Training material	District stakeholders: Tim RPK-Renstra
Juli 2006	Assessment Gempa Klaten (Naskah Kajian Cepat, Laporan KCD, Data Detail Sekolah)	Report	Stakeholders: Dinas Pendidikan
8-8-2006	Training Penulisan Laporan (Kumpulan Tulisan Sekitar Gempa 2006)	Report	Kepala Sekolah, Komite Sekolah, Guru
5-3-2007	RPS Replikasi Cohort 1	Report	Trainers: DFs, DCs
2006	DEFA Boyolali	Report	District stakeholders
2006	DEFA Karanganyar	Report	District stakeholders
2006	DEFA Kudus	Report	District stakeholders
Februari 2006	Evaluasi RPS <ul style="list-style-type: none"> <li>• Pelatihan RPS Tahap 1, 2, 3, 4 untuk</li> <li>• DC/DF</li> <li>• Pelatihan RPS Tahap 1,2,3,4 untuk</li> <li>• KKRPS</li> <li>• Pendampingan Sekolah Tahap 1,2,3,4</li> <li>• Lokakarya Gugus 1 dan 2</li> <li>• Lokakarya Kecamatan</li> <li>• Lokakarya Kabupaten</li> <li>• Kuesioner</li> </ul>	Report	District stakeholders
Press coverage			
14-5-2007	RI-AS Rayakan Keberhasilan Pendidikan Dasar di Indonesia	Newspaper article (CyberNews)	Public
05-10-2005	Diperlukan, Data Pendidikan Mudah Diakses	Newspaper article Suara Merdeka	Public
22-5-2006	AS Kembangkan Program Pendidikan di Aceh	Newspaper article (CyberNews), Lampung Post Online	Public (Jawa Tengah, Lampung)
10-7-2006	Anggaran Pendidikan 20 Persen Ditarget APBD 2008	Newspaper article (CyberNews)	Public
September, 2005	Tujuh Provinsi Dapat Bantuan Dana Pendidikan	Newspaper article (CyberNews)	Public

Date	Title	Publication type	Audience
19-1-2007	USAID dan ConocoPhillips Bantu Korban Gempa	Newspaper article (CyberNews)	Public
02-07-2005	Siswa SD-SMP Dapat Dana Kompensasi BBM	Newspaper article Suara Merdeka	Public
19-11-2006	Aku Siapkan Delapan Pertanyaan Untuk Bush	Newspaper article Suara Merdeka	Public
23-02-2007	USAID-Pemkab Teken Kesepakatan	Newspaper article Suara Merdeka	Public
02/05/2005	AS Bantu 90 Juta Dolar untuk Pendidikan di Indonesia	Newspaper article Suara Merdeka	Public
20-06-2006	USAID Bantu Tingkatkan Mutu Pengajaran di Indonesia	Newspaper article Suara Merdeka	Public
22-7-2006	Dubes AS Pantau Rekonstruksi Aceh	Newspaper article (CyberNews)	Public

#### West Java and Banten

Date	Title	Publication type	Audience
15 Juli 2005	Sosialisasi DBE Pra MoU –seleksi Kabupaten binaan DBE Jabar did Grant Aquila Hotel	PowerPoint Socialization Presentation	District Stakeholders: (Kaddisidik Kab. Sukabumi, Karawang, Indramamyu, Garut, Subang)
30 Januari 2006	Resosialisasi program DBE1,2,3 di depan Bupati Karawang	PowerPoint Socialization Presentation	District Stakeholders: Bupati Karawang, DPRD, Bapeda, Kandepag, Kadisdik.
27 April- Mei 2007	Pojok DBE (partisipasi DBE1 dalam Pameran Pekan Sewindu Kota Cilegon)	Promotional material: Dokumen RPS, Laporan Tahunan DBE1 Kota Cilegon, Foto Kegiatan	Stakeholder Kota Cilegon, Sekolah SD/MI, dan Masyarakat Umum
15 Februari 2006	TOT RPS Tahap 1-2 untuk PS, dan DC	Manual & training material (PowerPoint and Word)	Trainers: PS, DC Jabar dan Banten
21-25 Februari 2006	TOT for DF Banten RPS Tahap 1&2	Manual & training material (PowerPoint and Word)	Trainers & Stakeholders: DF, Pengawas, KCD Rangkas dan Bayah
	Workshop RPS Tahap 1-2 for Banten province	Manual & training material (PowerPoint and Word)	Trainers & Stakeholders: All KKRPS Lebak, Cilegon & Tangerang Provinsi Banten
6-10 Maret 2006	TOT for DF Jabar RPS Tahap 1&2	Manual & training material (PowerPoint and Word)	Trainers & Stakeholders: DF, Pengawas, KCD Karawang Barat, Rengasdengklok, Indramamyu, Sliyeg, Pelabuhanratu, Cisolok.
	Workshop RPS Tahap 1-2 for Jabar province	Manual & training material (PowerPoint and Word)	Trainers & Stakeholders: All KKRPS Karawang, Sukabumi, Indramayu
3 April 2006	Ujicoba TraiNet di Bandung	Manual (Power Point) Operation Guidance	Trainers: DIS dan DIA Jabar Banten
30 Mei 2006	Finalisasi RFA ICT Grant	Manual (PowerPoint)	ICT Stakeholders: Grantee

Date	Title	Publication type	Audience
			Dari Jabar dan Banten
17 Juli 2006	Evaluasi Lanjutan ICT Grant (Panduan RFA ICT Grant Jabar Banten)	Manual (Power Point)	ICT Stakeholders: Grantee Dari Jabar dan Banten
8/7/2006 s/d 09 Agustus 2006	Lokakarya Evaluasi Manual RPS dan Panduan Fasilitasi Penyusunan RPS	Manual and Training materials (Power Point & Word)	Trainers: DC, DF cohort I
12-16 Desember 2005	School Visit to MBE School di Banyumas (Provinsi Banten) (Konsep MBE Pengenalan RPS, PAKEM, PasMas, Profile Sekolah, Model RAPBS dan EMIS ICT)	Training material	Stakeholders: KKRPS, DC, DF, KCD, Pengawas Kab. Lebak, Cilegon dan Kota Tangerang.
4-9 Februari 2006	School Visit to MBE School di Banyumas (Provinsi Jabar) (Konsep MBE Pengenalan RPS, PAKEM, PasMas, Profile Sekolah, Model RAPBS dan EMIS ICT)	Training Material	District Stakeholders: KKRPS, DC, DF, KCD, Pengawas Kab. Sukabumi, Indramayu dan Karawang.
16 Mei 2006	EMIS Assessment Kota Tangerang and Kab. Indramayu	Training material (form)	Stakeholder Disdik, Kandepag, Kepala Sekolah dan Komite Sekolah
25-8 Mei 2006	TOT for DF RPS Tahap 3-4 Jabar dan Banten	PowerPoint Training Material	Trainers & Stakeholders: All, DC, DF Jabar dan Banten
25-8 Mei 2006	TOT Teknik Fasilitasi	PowerPoint Training Material	Trainers: All Ps, DC & DF
Juni 2006	Pengkajian dan Penyajian RPS Tahap 1,2,3,4 Tingkat Gugus all District Jabar & Banten Langkah pengerjaan RPS	PowerPoint training material	Stakeholder Tingkat Kecamatan
28 Juni 2006	Penyajian RPS oleh KKRPS di tingkat Kabupaten Lebak - Langkah pengerjaan RPS dan Sampel Dokumen RPS	PowerPoint training material	Stakeholder Tingkat Kab. Lebak (DPRD, Kadisdik, Bapeda, Kandepag)
17 Juli 2006	Penyajian RPS oleh KKRPS di tingkat Kabupaten Indramayu - Langkah pengerjaan RPS dan Sampel Dokumen RPS	PowerPoint training material	Stakeholder Tingkat Kab Indramayu (DPRD, Kadisdik, Bapeda, Kandepag)
Juli 2006	Penyajian RPS oleh KKRPS di tingkat Kota Tangerang - Langkah pengerjaan RPS dan Sampel Dokumen RPS	Power Point training material	Stakeholder Tingkat Kab Indramayu (DPRD, Kadisdik, Bapeda, Kandepag)
Juli 2006	Penyajian RPS oleh KKRPS di tingkat Kota Cilegon - Langkah pengerjaan RPS dan Sampel Dokumen RPS	Power Point training materials	Stakeholder Tingkat Kab Indramayu (DPRD, Kadisdik, Bapeda, Kandepag)
28 Agustus 2006 s/d 01 September 2006	Workshop Instrument Measurement-1(ME) and PDMS (I)	Training materials (Forms, Access, PowerPoint, Excel, manual hardcopy)	Training participants
31 Juli 2006 s/d 02 Agustus 2006	Workshop Instrument Measurement-1 and PDMS (I)	Training materials (Forms, Access, PowerPoint, Excel, manual hardcopy)	Training participants: DC, Staf Dinas dan Kandepag

Date	Title	Publication type	Audience
29 Desember 2005	Workshop Tingkat Spesialis (Salatiga) EMIS, ICT dan ME	PowerPoint Training Material	Trainers and training participants: All DIS, DIA
Februari 2006	Workshop Instrument EMIS	PowerPoint Training Material	Trainers and training participants: All DIS
5 Januari 2006	Workshop entry data Base line Cohort I Ciloto Cianjur-Bogor (ME)*	Training materials (Software Baseline Entry Data berbasis Access)	Training participants: All DC, Staf Diknas dan Staf Kandepag.
September 2006	Penguatan Fungsi dan Peran Komite Sekolah All District	PowerPoint Training Material	Training participants: Komite sekolah dan Kepala Sekolah
Januari - Maret 2007	Modul Mawas Diri	PowerPoint Training Material	Training participants: Komite sekolah dan Kepala Sekolah
19-20 Februari 2007	Workshop Sekolah Acuan	PowerPoint Training Material	Training participants: All DC, DF Cohort 1
April 2007	Leadership untuk Kepala Sekolah	PowerPoint Training Material	Training participants: All Kepala Sekolah SD Binaan DBE
	TOT CDP for Province	PowerPoint Training Material	Training participants: PC, All PS from Aceh , Sumut, Jabar,
2-3 April 2007	Training Penggunaan Instrumen Baseline Data Sekolah dan Komite Sekolah Cohort 2 bagi DC dan Staf Dinas Pendidikan dari wilayah Kab/Kota	PowerPoint training material & baseline data Instrument	Training Participants: All DC Cohort 2 dan Staf Disdik, Staf Kandepag.
23 April 2007	Finalisasi ICT Grant Panduan RFA ICT Grant Jabar Banten	PowerPoint training material & Manual	Stakeholders: Grantee Dari Jabar dan Banten
26-27 April 2007	Workshop Entry Data Baseline Cohort II	Training material (Software Entry Baseline berbasis Access)	Training Participants: All DC Cohort 2 dan Staf Disdik, Staf Kandepag.
23-25 April 2007	Finalisasi dan Revisi ICT Grant Jabar dan Banten Panduan Proposal ICT Grant	PowerPoint training material	Training Participants: All Grantee Jabar dan Banten
3 Mei 2007	Workshop -1 Tim Pengembangan RPK Kab. Karawang	Power Point Training Material	Training Participants: Tim 10 Pengembangan RPK Kab. Karawang dan Stakeholder Kab. Karawang : DPRD, Dewan, Kandepag, Kepala Sekolah
Mei 2007	Pra School Visit All District Cohort II Panduan kunjungan sekolah	PowerPoint training material	Training Participants:- DC, DF and All School Cohort II
Mei 2007	School Visit All District Cohort II RPS, dan Hasil Program DBE Cohort I	Training material (Word)	Training Participants: DC, DF and All School Cohort II
21 Mei 2007	Replikasi RPS Cohort I	PowerPoint training material	Training Participants:- All DF Jabar dan Banten
21-15 Mei 2007	TOT RPS Cohort II for DC, ADC, DF Tahap 1 dan 2 Dokumen RPS Tahap 1&2 Cohort II	PowerPoint training material and Manual	Training Participants:- DC,ADC, DF
Juni 2007	Workshop RPS tahap 1 dan 2 All District Cohort II	Training material PowerPoint & Word	Training Participants: All KKRPS Cohort II Jabar dan

Date	Title	Publication type	Audience
	Dokumen RPS Tahap 1&2 Cohort II		Banten
26 Desember 2006	Laporan Pelaksanaan DBE1,2,3 Jabar dan Banten	Report	Stakeholder center (Menko Kesra), propinsi, district
2006	DEFA Kab. Indramayu DEFA Kab. Sukabumi DEFA Kab. Karawang DEFA Kab. Lebak DEFA Kota Cilegon DEFA Kota Tangerang	6 x Reports	Stakeholder Kab/Kota Jabar dan Banten
20 April 2007	Laporan Progress Tahunan Untuk Tingkat Kabupaten Indramayu; Karawang; Lebak; Sukabumi; Cilegon; Tangerang; Jabar dan Banten	7 Reports	Stakeholder Kabupaten Kota Jabar dan Banten Cohort I
16 Mei 2007	Penyajian Progress Kegiatan Untuk Kabupaten Sukabumi	Report (Word & Power Point )	Stakeholders: Bupati Kab. Sukabumi, and Stakeholder Kabupaten Sukabumi bumi.
26 Desember 2006	Jurnal Menyapa Masyarakat (edisi-1) - Kompilasi cerita dari anggota masyarakat	Book	Stakeholder Center, Provinsi, Kabupaten, Kecamatan & Sekolah
Press coverage			
28 Juni 2006	DBE-USAID Bantu Sekolah di Karawang untuk Kesejahteraan Siswa	Newspaper article Radar Karawang	Public / Stakeholder Kab Karawang, DF, Disdik, Dewan Pendidikan.
13 Juni 2007	Kerjasama Internasional Dalam Pembangunan Pendidikan	Newspaper article Radar Banten	Public
16 Juni 2007	Hibah Pendidikan	Newspaper article Radar Banten	Public
18 Juni 2007	Diharapkan mempercepat Pendidikan Nasional secara Sistemik	Newspaper article Radar Banten	Public
19 Juni 2007	Mengucurkan Bantuan Atas Prinsip-prinsip Universal	Newspaper article Radar Banten	Public

#### North Sumatra

Date	Title	Publication type	Audience
Jan 2006	Sosialisasi Program DBE	Power Point	School & District Stakeholders
Feb 2006	Decentralized Basic Education	Newsletter	School & District Stakeholders
Apr 2006	Tahap III RPS Sumut Cohort 1	Power Point	School & District Stakeholders
Apr 2006	Tahap IV RPS Sumut Cohort 1	Power Point	School & District Stakeholders
May 2006	Grant categories & Grant conceptual approach	Power Point	Stakeholders
May 2006	Ketika Menyapa Masyarakat	Report	School & District

Date	Title	Publication type	Audience
			Stakeholders
June 2006	Decentralized Basic Education	Newsletter	School & District Stakeholders
June 2006	Rekapitulasi Harapan Sekolah	Power Point	District Stakeholders
Agustus 2006	MONITORING dan EVALUASI: MANUAL	Power Point	Stakeholders, District Fasilitator
Sept 2006	TOT Orientasi Peran dan Fungsi Dewan Pendidik dan Komite Sekolah	Power Point	District Fasilitator & School Stakeholders
Oct 2006	Dampak Rencana Pengembangan Sekolah (RPS) – Penggalangan Dana Lewat Pagelaran Seni	Report (Case Study)	District & Schools Stakeholders
Oct 2006	Skenario Replikasi RPS Tebing Tinggi	Manual	Dinas Pendidikan Tebing Tinggi
Nov 2006	RPS Progress Report Deli Serdang & Deli Serdang DBE1 Replikasi Budget	Report	Pemda - Dinas Pendidikan Kab. Deli Serdang
Nov 2006	Cohort II Selection Process	Report	Provincial Stakeholders
Jan 2007	Laporan Pemetaan Komite Sekolah	Report	Cohort 1 District Stakeholders
April 2007	Rencana Pengembangan Sekolah Untuk 4 tahun	Power Point	District Fasilitator & School Stakeholders
April 2007	Tahapan Pembentukan Kelompok Kerja RPS	Power Point	District Fasilitator, District & School Stakeholders
April 2007	Komite Sekolah	Power Point	School & District Stakeholders
April 2007	Program SD Rintisan Cohort 2 DBE 1 Sumatra Utara 2007	Power Point	School Stakeholders
April 2007	Manajemen Berbasis Sekolah dan Implementasinya	Power Point	School & District Stakeholders
Juni 2007	Tahap 1 dan 2 RPS Cohort 2	Power Point	District Fasilitator & School Stakeholders of Tanjungbalai
Juni 2007	Penjelasan tentang DBE1	Power Point	District Fasilitator & School Stakeholders
Press coverage			
Kota Binjai			
25 Juli 2006	RPS III Model DBE1	Newspaper article (CyberNews)	Public
11 Juli 2006	DBE1-USAID " Review" RPS untuk Workshop III	Newspaper article	Public
25 Juli 2006	RPS III Model DBE1 berjalan lancar	Newspaper article	Public
22 Jan 2007	3 Kabupaten/Kota di Sumut Dapat Bantuan Pendidikan Dari AS	Newspaper article	Public
Kab. Tapanuli Utara			
1 Juli 2006	Desentralisasi Pendidikan Dasar Laksanakan Pelatihan KK-RPS	Newspaper article	Public
22 Mei 2006	USAID DBE-2 Sumut Gelar Pelatihan	Newspaper article	Public

Date	Title	Publication type	Audience
	PAKEM di Sibolga dan Taput		
4 Agustus 2006	Pentas Seni yang dilaksanakan Sekolah Rintisan DBE program USAID dihadiri Bupati dan Ketua DPRD .	Newspaper article	Public
8 Mei 2007	Program USAID di Taput berjalan baik, tahun ini dikembangkan di 57 SD	Newspaper article	Public
Kab. Deli Serdang			
10 Juli 2006	Lubuk Pakam dan Deli Tua Cikal Bakal Pengembangan Model Gugus Pembelajaran RPS	Newspaper article	Public
25 Juni 2006	Lubuk Pakam dan Deli Tua cikal bakal Pengembangan Model Gugus Pembelajaran RPS	Newspaper article	Public
Kota Sibolga			
13 Mar 2006	Program DBE USAID Di Sibolga	Newspaper article	Public
25 Mei 2006	Kordinator Usaid Temu Muka dengan Walikota	Newspaper article	Public
7 Sept 2006	Usaid DBE 2 Gelar Pelatihan School Team Workshop selama 3 hari diikuti 105 Peserta	Newspaper article	Public
Mei 2007	Sekolah Inti dan Acuan Tahun 2007 – SD Negeri 081232 Kota Sibolga	Tabloid	Public
Kota Tebing Tinggi			
30 Jun 2006	Di Tebing Tinggi Diterapkan Program DBE1	Newspaper article	Public
30 Juli 2006	Workshop III RPS DBE1	Newspaper article	Public
05 Agustus 2006	DBE3 Laksanakan Program MGMP	Newspaper article	Public
19 Desember 2006	Pelatihan Guru DBE 3 Tebing Tinggi	Newspaper article	Public
4 September 2006	SD Binaan DBE1 Gelar Workshop RPS	Newspaper article	Public
Kab. Tapanuli Selatan			
10 Mei 2007	USAID dorong peningkatan pendidikan	Newspaper article	Public
Kab Dairi			
25 Nov 2006	USAID Bantu Pendidikan Dairi	Newspaper article	Public
DBE1 Sumut			
23 Jan 2007	Education still poor in North Sumatera	Newspaper article	Public
23 Jan 2007	Tiga Kabupaten/Kota di Sumut tandatangani kesepakatan dengan	Newspaper article	Public

Date	Title	Publication type	Audience
	USAID		
23 Jan 2007	3 Daerah dapat bantuan pendidikan	Newspaper article	Public
23 Jan 2007	3 Kabupaten/Kota di Sumut tanda tangani MOU dengan USAID	Newspaper article	Public
23 Jan 2007	3 Kabupaten/Kota di Sumut dapat bantuan pendidikan dari AS	Newspaper article	Public

#### Aceh

Date	Title	Publication Type	Audience
Oct-05	Sosialisasi DBE 123 di Aceh	PowerPoint Socialization Presentation	Provincial, District, Sub-district stakeholders
Dec-05	USAID DBE Information	Promotional Material (Brochure FAQ)	Stakeholders (provincial & district)
Feb-06	Sosialisasi DBE 1 Aceh	PowerPoint Socialization Presentation	Various stakeholder audiences from provincial, district and school cluster levels, BRR
Oct-06	Introduction to DBE 1	PowerPoint Socialization Presentation	Various stakeholder audiences from national, provincial, district and school cluster levels, BRR, NGO's
Jul-06	Aceh Lamhaba Edisi 1	Newsletter	Various stakeholder audiences from national, provincial, district and school cluster levels, BRR, NGO's
Nov-06	Aceh Lamhaba Edisi 2	Newsletter	Various stakeholder audiences from national, provincial, district and school cluster levels, BRR, NGO's
Jun-07	Aceh Lamhaba Edisi 3	Newsletter	Various stakeholder audiences from national, provincial, district and school cluster levels, BRR, NGO's
Aug-06	Panduan RPS untuk Sekolah	Manual	DC, DF, District, sub-district, School & Community stakeholders
Aug-06	Pengantar dan Daftar Isi Manual RPS untuk Sekolah	Manual	DC, DF, District, sub-district, School & Community stakeholders
Aug-06	RPS sebagai alat dan panduan pemenuhan NSP	Manual	Dinas Pendidikan Propinsi
Sep-06	TOR Tim Teknis dan Tim Pengarah Kota Banda Aceh	Manual	District stakeholders
Oct-06	TOR Tim Teknis dan Tim Pengarah Kabupaten Aceh Besar	Manual	District stakeholders
Oct-06	TOR Fasilitator Kabupaten	Manual	Provincial, District, Sub-district stakeholders

Date	Title	Publication Type	Audience
Nov-06	TOR Pelatihan Penyusunan RPS 3-4 di Sekolah	Manual	District, sub-district, School & Community stakeholders
Nov-06	Outline RPS untuk Trainer	Manual (Excel)	Trainers: DC & DF
Nov-06	Manual RPS Komplit	Manual (Word)	Trainers: DC, DF, District, sub-district, School & Community stakeholders
Dec-06	TOR Pelatihan Orientasi Peran dan Fungsi Komite Sekolah	Manual	School & community stakeholders
Jan-07	Tata cara perhitungan SPM	Manual (Word)	Kepala Sekolah SD/MI dan SMP/MTsN
Feb-07	Petunjuk Pemilihan KKRPS	Manual (Word)	School & community stakeholders
Feb-07	Latihan Pembukuan Sekolah	Manual (Word)	Kepala Sekolah SD/MI dan SMP/MTsN
Mar-07	TORs & Panduan untuk Module Kepemimpinan Kepala Sekolah	Manual (Word)	Trainers
Mar-07	Laporan Kegiatan DBE 1 di Aceh Besar	Manual (Word)	District stakeholders
Mar-07	Manual Mapping untuk Media	Manual (Word)	GS - Trainers
Jun-07	Pelatihan Penyusunan Kebijakan Renstra	Manual (Word)	District stakeholders
Jun-07	Pelatihan Penyusunan tujuan Renstra dengan SMART	Manual (Word)	District stakeholders
Jun-07	Manual RPS 1-4 Tipe C	Manual (Word)	Dinas Pendidikan Propinsi
Jun-07	Panduan Sederhana RPS 1-4 Type B	Manual (Word)	Dinas Pendidikan Propinsi
May-07	TOR Pembukuan Sekolah	Manual (Word)	Trainers
Jun-07	Notulensi WS 1 Renstra SKPD Banda Aceh	Report (Word)	District stakeholders
Jun-07	TOR Pelatihan Penyusunan RPS 1-2 di Sekolah	Manual (Word)	District, sub-district, School & Community stakeholders
Mar-06	Pedoman untuk kunjungan sekolah	Training material (Word)	School & District stakeholders (peserta studi-banding)
Mar-06	RPS Consultative Grouping	PowerPoint training material	District, sub-district, School & Community stakeholders
Aug-06	RKTL Workshop	PowerPoint training material	DC, DF, District, sub-district, School & Community stakeholders
Aug-06	Panduan RPS untuk Sekolah 3 dan 4	PowerPoint & Word training material	DC, DF, District, sub-district, School & Community stakeholders
Sep-06	Kendala Fasilitasi RPS tahap 1-4 di Aceh Besar	PowerPoint training material	Trainers: District Facilitators
Sep-06	Penyusunan RPS tahap 4	PowerPoint training material	DC, DF, District, sub-district, School & Community

Date	Title	Publication Type	Audience
			stakeholders
Oct-06	Introduction to RPS	PowerPoint training material	District, subdistrict, School & Community stakeholders
Oct-06	Pendidikan Orang Dewasa	PowerPoint training material	DF & District stakeholders (peserta Training)
Oct-06	Menyikapi Perubahan pada sektor Pendidikan	PowerPoint Training material	School & community stakeholders
Oct-06	Kategori RPS untuk training 1 s/d 4	Training material (Word)	School & community stakeholders (Training Participants)
Nov-06	Outline RPS tahap 1-4	Training material (Excel)	School & community stakeholders (Training Participants)
Jan-07	Sampul pengantar RPS	Training Material (Word)	District, sub-district, School & Community stakeholders
Apr-07	Monitoring Anggaran	PowerPoint training material	Trainers: GS & CPS (National Team)
Apr-07	Alur Pendekatan Penyusunan Renstra SKPD	PowerPoint training material	District stakeholders, Sub-district stakeholders
Apr-07	Monitoring Anggaran	PowerPoint training material	Trainers: GS & CPS (National Team)
Apr-07	Alur Pendekatan Penyusunan Renstra SKPD	PowerPoint training material	District stakeholders, Sub-district stakeholders
May-07	Bagaimana Melibatkan Masyarakat dan Guru	PowerPoint training material	Kepala Sekolah
May-07	Peran dan fungsi Kepala Sekolah	Training material (Word)	Kepala Sekolah
May-07	Tolok Ukur Kepemimpinan	PowerPoint training material	Kepala Sekolah
May-07	Pelatihan Kepsek Aceh Besar	PowerPoint training material	Kepala Sekolah dan Dinas Pendidikan
Mar-06	Rekap Sekolah binaan di Banda Aceh dan Aceh Besar	Report	Provincial, District, Sub-district stakeholders
Oct-06	Progres untuk Pameran	Report	Various stakeholder audiences from national, provincial, district and school cluster levels, BRR, NGO's
Oct-06	Progress Report	Report	Provincial, District, Sub-district stakeholders
Nov-06	Pengalaman Mendampingi RPS	PowerPoint Report	Trainers: DF + DC + Staf Dinas
Nov-06	Pemetaan Komite Sekolah	PowerPoint Report	Trainers: District Facilitators
Dec-06	Laporan Kegiatan DBE-1 di Banda Aceh	Report (Publisher)	District stakeholders
Feb-07	Aktivitas DBE 1 Aceh (versi Bahasa dan English)	Report (Word)	Various stakeholder audiences from national, provincial, district and school

Date	Title	Publication Type	Audience
			cluster levels, BRR, NGO's
Feb-07	Rekap Program dan Anggaran RPS se-Banda Aceh	Report (Excel)	District stakeholders (forum SKPD dan Tim Pengarah Kota)
Feb-07	Pengembangan Kapasitas Komite Sekolah	PowerPoint training material	CPS (National Team)
Apr-07	Review Meeting dengan Dinas dan Depag	Report (PowerPoint)	District stakeholders, Sub-district stakeholders
Apr-07	pic DBE 1	Report (Photoshop, JPEG)	Dipamerkan pada saat penandatanganan MoU cohort 2 di Pendopo Gubernur
May-07	Dokumen RPS Aceh Besar	Report (Word)	District, sub-district, School & Community stakeholders
May-07	Laporan Proses WS 1 Renstra SKPD Pidie	Report (Word)	District stakeholders
May-07	Laporan Proses WS 1 Renstra SKPD Aceh Besar	Report (Word)	District stakeholders
Aug-07	Sosialisasi pemetaan landasan hukum Pendidikan	Report (Word)	District, sub-district, School & Community stakeholders
Press coverage			
DBE 1 Aceh			
23-May-06	USAID tandatangani MoU Pendidikan	Newspaper article	Public
29-May-07	Program DBE diperluas	Newspaper article	Public
29-May-07	SD di Aceh kembangkan program Desentralisasi Pendidikan Dasar	Newspaper article	Public
29-May-07	Program DBE diperluas	Newspaper article (cyber News)	Public
Kota Banda Aceh			
29-Nov-06	Workshop Penyusunan RPS bantuan USAID berakhir	Newspaper article	Public
24-Mar-07	RPS untuk Sekolah Dasar butuh dana ratusan juta	Newspaper article	Public
Kab. Aceh Besar			
10-Mar-07	USAID dorong Desentralisasi Sistem Pendidikan	Newspaper article (cyber News)	Public
10-Mar-07	USAID dorong Desentralisasi Sistem Pendidikan	Newspaper article	Public
14-Mar-07	Bupati dorong peningkatan mutu pendidikan di Aceh Besar	Newspaper article (cyber News)	Public
14-Mar-07	Bupati dorong peningkatan mutu pendidikan di Aceh Besar	Newspaper article	Public

## Educational Management Information Systems

Date	Title	Publication type	Audience
	DBE1 in general		
11/14/2005	Intermediate Result (IR) 3: Peningkatan Sumberdaya Informasi untuk Mempertajam Manajemen Pendidikan dan Tata Pelayanan Pendidikan	Socialization (PowerPoint )	Stakeholders
12/19/2005	Program Desentralisasi Pendidikan Dasar (Decentralized Basic Education = DBE123) 2005-2010	Socialization PowerPoint	Stakeholders
6/13/2006	Combined Workshop on ICT Grants, EMIS Assessment, PDMS, TrainNet, and Monitoring and Evaluation	Socialization PowerPoint	Stakeholders
	EMIS Assessment		
7/27/2005	Existing MONE School Data Collection Guidelines 2004/2005	Manual (PowerPoint)	Facilitators
11/11/2005	Pelatihan Peningkatan Kualifikasi Teknis Ketenagaan Pendataan Pendidikan Tingkat Daerah Tahun 2005	PowerPoint training material	Facilitators & Trainees
2/7/2006	Pemanfaatan Data dan Informasi Data Desentralisasi Pendidikan	PowerPoint training material	Facilitators & Trainees
4/17/2006	Kuesioner Bagian I: Kepala dan Staf Dinas Pendidikan/Kantor Departemen Agama	Training material (Questionnaire)	Facilitators & Trainees
4/16/2006	Kuesioner Bagian II: Sistem Informasi di Dinas Pendidikan/Kantor Departemen Agama	Training material (Questionnaire)	Facilitators & Trainees
4/17/2006	Kuesioner Bagian III: Kebutuhan Data di Dinas Pendidikan/Kantor Departemen Agama	Training material (Questionnaire)	Facilitators & Trainees
4/17/2006	Kuesioner Bagian IV: Persepsi Kepala Sekolah tentang EMIS di Tingkat Sekolah	Training material (Questionnaire)	Facilitators & Trainees
4/15/2006	Kuesioner Bagian V: Persepsi Pemangku Kepentingan Sekolah tentang EMIS di Tingkat Sekolah	Training material (Questionnaire)	Facilitators & Trainees
5/25/2006	Kuesioner Preliminary assessment on EMIS availability	Training material (Questionnaire)	Facilitators & Trainees
9/25/2006	Hasil Sementara Tinjauan EMIS pada Rakor Jardiknas	Report (PowerPoint)	Stakeholders
04-06-07	EMIS Assessment Report	Report	Stakeholders
	ICT Grant		
11/22/2005	Hibah untuk Pengembangan Inovasi ICT Hotspots	PowerPoint training material	Facilitators & Public-Private Alliance members
4/7/2006	Public Private Alliances for ICT Access and ICT Innovation EMG	Manual	Facilitators & Public-Private Alliance members
4/10/2006	Aliansi Publik Swasta untuk Hibah ICT	PowerPoint training material	Facilitators & Public-Private Alliance members
4/26/2006	Undangan Proposal Hibah Teknologi Informasi dan Komunikasi (ICT Grants)	Promotional Material (brochure)	Wider stakeholders

Date	Title	Publication type	Audience
	[English-Indonesia]		
4/26/2006	Panduan Aplikasi Hibah [English-Indonesia]	Manual	Facilitators & Public-Private Alliance members
6/12/2006	ICT Grant Evaluation Guide and Scoring Sheet	Manual	Facilitators & Public-Private Alliance members
6/13/2006	ICT Grant Evaluation Results	Report (PowerPoint)	Facilitators & Public-Private Alliance members
6/26/2006	Module 3: Administration of USAID Grants	Manual	Facilitators & Public-Private Alliance members
10/5/2006	Request for Application (RFA)	Manual	Facilitators & Public-Private Alliance members
10/13/2006	DBE1 Grant Manual	Manual	Facilitators & Public-Private Alliance members
12/21/2006	Tool Kit Implementasi Hibah [English-Indonesia]	Manual	Facilitators & Public-Private Alliance members
1/8/2007	Education Hotspots (Special report for USAID)	Report (Deliverable)	USAID
	Project Data Management System (PDMS)		
11/18/2005	Review Pengumpulan Data Sekolah	Report (PowerPoint)	Provincial Teams
14-02-07	User Guide PDMS - Complete Edition	Manual	DBE Team & stakeholders
	Various Presentations		
27 Juli 05	EMIS MONE School Data Collection Guidance	PowerPoint training materials	Facilitators & Trainees
27 Juli 05	MONE School Data Collection Guidance	PowerPoint training materials	Facilitators & Trainees
27 Juli 05	Training of PDIP	PowerPoint training materials	Facilitators & Trainees
09 Jan 05	EMIS ICT	PowerPoint training materials	Facilitators & Trainees
11 Sept 05	EMIS Training of PDIP	PowerPoint training materials	Facilitators & Trainees
26 Des 05	Education management Information System	PowerPoint training materials	Facilitators & Trainees
26 Des 05	EMIS MORA Districts Implementation	PowerPoint training materials	Facilitators & Trainees
26 Des 05	EMIS MORA Policy Challenge	PowerPoint training materials	Facilitators & Trainees
26 Des 05	Implementasi EMIS Propinsi & Kabupaten	PowerPoint training materials	Facilitators & Trainees
28 Des 05	EMIS MONE Policy Challenge	PowerPoint training materials	Facilitators & Trainees
28 Des 05	Frequently Asked Questions	PowerPoint training materials	Facilitators & Trainees
28 Des 05	SIM DIKBUD Central Java	PowerPoint training materials	Facilitators & Trainees
28 Des 05	SIM DIKBUD	PowerPoint training	Facilitators & Trainees

Date	Title	Publication type	Audience
		materials	
28 Des 05	www.dit.plp.or.id	PowerPoint training materials	Facilitators & Trainees
8 Feb 06	EMIS DEPDIKNAS	PowerPoint training materials	Facilitators & Trainees
8 Feb 06	Pemanfaatan Pengembangan EMIS DepAg	PowerPoint training materials	Facilitators & Trainees
22 Juli 06	EMIS Assessment	PowerPoint training materials	Facilitators & Trainees
26 Sept 065	EMIS Assessment (Rakor PSP)	PowerPoint training materials	Facilitators & Trainees
14 Oct 05	ICT EMIS DC Training	PowerPoint training materials	Facilitators & Trainees
13 Nov 05	ICT EMIS Specialist Training	PowerPoint training materials	Facilitators & Trainees
29 Nov 05	ICT EMIS Pare-Pare	PowerPoint training materials	Facilitators & Trainees
24 April 06	ICT Grant Concept & Approach	PowerPoint training materials	Facilitators & Trainees
9 Mei 06	Progress Hibah Inovasi Akses ICT Hotspots	Report (PowerPoint)	Facilitators & Trainees
11 Mei 06	Tentang Hibah ICT DBE1	PowerPoint training materials	Facilitators & Trainees
11 Mei 06	Panduan proposal RFA	Manual (PowerPoint)	Facilitators & Trainees
11 Mei 06	Application Guide	Manual (PowerPoint)	Facilitators & Public-Private Alliance members
15 Mei 06	Grant Application Questionnaire DBE	PowerPoint training materials	Facilitators & Public-Private Alliance members
16 Mei 06	Manual Hibah	Manual (PowerPoint)	Facilitators & Public-Private Alliance members
16 Mei 06	Grant Award Process	Manual (PowerPoint)	Facilitators & Public-Private Alliance members
16 Mei 06	Grants Program Administration	PowerPoint training materials	Facilitators & Public-Private Alliance members
16 Agust 06	Grant Application Form DBE1	PowerPoint training materials	Facilitators & Public-Private Alliance members
11 Sept 06	GRANTEE	PowerPoint training materials	Facilitators & Public-Private Alliance members
15 Feb 06	Hibah Inovasi Akses ICT Hotspots	PowerPoint training materials	Facilitators & Public-Private Alliance members
23 Feb 06	Hibah Inovasi Akses ICT Hotspots (English)	PowerPoint training materials	Facilitators & Public-Private Alliance members
13 Juni 06	Combined Workshop on ICT Grants, EMIS Assessment	PowerPoint training materials	Facilitators & Public-Private Alliance members
28 Juni 06	RTI Module 3 Grants	PowerPoint training materials PowerPoint	Facilitators & Public-Private Alliance members
28 Juni 06	RTI Module 4 Grants	PowerPoint training materials	Facilitators & Public-Private Alliance members

Jakarta & National Press Coverage

Date	Title	Publication type	Audience
3 Feb 07	School-based management; Can it work in Indonesia?	Newspaper article (Cyber news)	Public

## Appendix 3: Glossary of Terms

APBD	Anggaran Pendapatan Belanja Daerah	Annual District Budget
BaKTI	Bursa Pengetahuan Kawasan Timur Indonesia	Eastern Indonesia Knowledge Exchange
Balitbang	Balai Penelitian dan Pengembangan	Research and Development Center
Bappeda	Badan Perencanaan & Pengembangan Daerah	Regional Planning and Development Board
BOS	Bantuan Operasional Sekolah	School block grant (from National Education Ministry)
BP	-	British Petroleum
CLCC	-	Creating Learning Communities for Children project
CLGI	-	Center for Local Government Innovation
DBE	-	Decentralized Basic Education project
DBE1	-	Decentralized Basic Education - 1
DBE2	-	Decentralized Basic Education - 2
DBE3	-	Decentralized Basic Education - 3
DDI	Darud Da'wah Wal-Irsyad	Islamic Organization which coordinates private Islamic schooling in South Sulawesi
Depag	Departemen Agama Dewan Pendidikan	Religious Affairs Department Education Board (provincial)
Diklat	Pendidikan & Pelatihan Dinas Pendidikan	Training and Education Center Education Office
DPRD	Dewan Perwakilan Rakyat Daerah Gramedia	Regional Representative Parliament An Indonesian publisher and book vendor
GOI	-	Government of Indonesia
ICT	-	Information & Communication Technology
LGSP	-	Local Government Support Project
LPMP	Lembaga Penjaminan Mutu Pendidikan Ma'arif madrasah	Educational Quality Assurance Institution NU-based network of madrasah Islamic school
M&E	-	Monitoring & Evaluation
MBE	-	Managing Basic Education project
MDC	-	Madrasah Development Centers
MOU	- Muhammadiyah	Memorandum of Understanding Mass Islamic Organization

NFE	-	Non-formal education
NTT PEP	-	Nusa Tenggara Timur Primary Education Partnership
NU	Nahdatul Ulama	Mass Islamic Organization
P4TK	Pusat Pengembangan & Pemberdayaan Pendidik & Tenaga Kependidikan pendampingan	Center for Teacher and Educational Personnel Development & Empowerment mentoring
PPA	-	Public-Private Alliance
PSBG	Pusat Sumber Belajar Gugus Renstra SKPD	Cluster Learning Resource Center Strategic Plan for Government District Operational Unit
	Rencana Pengembangan Kapasitas	Capacity Development Plan
RPS	Rencana Pengembangan Sekolah	School Development Plan
RTI	-	Research Triangle Institute
	Sekolah unggulan	School of excellence (lighthouse or model school)
USAID	-	United States Agency for International Development
	yayasan	Non-profit foundation
YIPD	Yayasan Inovasi Pemerintahan Daerah	Foundation for Innovation in Local Government