

Implementation Status & Results
Indonesia
BERMUTU-Better Education through Reformed Management and Universal Teacher Upgrading (P097104)

Operation Name: BERMUTU-Better Education through Reformed Management and Universal Teacher Upgrading (P097104) Project Stage: Implementation Seq.No: 8 Status: ARCHIVED Archive Date: 09-Oct-2011

Country: Indonesia Approval FY: 2008
 Product Line: IBRD/IDA Region: EAST ASIA AND PACIFIC Lending Instrument: Specific Investment Loan
 Implementing Agency(ies): DG. Higher Education, Ministry of National Education, Dg. Basic Education Ministry of National Education, Reserach adn Development, Ministry of National Education, Board of Education Human resources Development and Quality Assurance

Key Dates

Board Approval Date	05-Jul-2007	Original Closing Date	31-Dec-2013	Planned Mid Term Review Date	05-Jul-2011	Last Archived ISR Date	09-Oct-2011
Effectiveness Date	05-Feb-2008	Revised Closing Date	31-Dec-2013	Actual Mid Term Review Date	30-Sep-2011		

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The development objective is to contribute to the improvement of the overall quality and performance of teachers through enhancing teachers' knowledge of subject matter and pedagogical skills in the classroom. Improvement of teacher quality and performance is to be measured by: (i) the increased number of teachers meeting academic qualifications mandated by the Teacher Law; (ii) the increased number of primary and junior secondary teachers in BERMUTU Districts using classroom instruction with specific subject and age appropriate pedagogy; and (iii) the reduction in absenteeism of teachers in BERMUTU Districts.

Has the Project Development Objective been changed since Board Approval of the Project?

Yes No

Component(s)

Component Name	Component Cost
Reforming University-based Teacher Education	20.50
Strengthening Structures of Teacher Improvement at the Local Level	134.20
Reforming Teacher Accountability and Incentive Systems for Performance Appraisal and Career Advancement	5.30
Improving Program Coordination, Monitoring and Evaluation	33.80

Overall Ratings

	Previous Rating	Current Rating
Progress towards achievement of PDO	Satisfactory	Satisfactory
Overall Implementation Progress (IP)	Moderately Satisfactory	Moderately Satisfactory
Overall Risk Rating		

Implementation Status Overview

Progress towards achieving the Project Development Objective (PDO) at midterm is solid. All seven key indicators are on track for achieving or exceeding their agreed targets by project close. Some highlights are: (i) The first KPI has been achieved. 1,501,163 teachers have met academic qualifications mandated by the Teacher Law 2005. This exceeded the end target of 1,400,000; (ii) The number of active professional working groups of primary and junior secondary school teachers, principal and supervisors is approaching 6,200, well in excess of the target of 4,500 envisaged by project close. Although still to be validated by a measure of quality performance (through an appraisal of a random sample of the classroom performance of BERMUTU teachers), it is significant that about 214,000 teachers are estimated to be participating in the 6,135 teacher professional working groups (KKGs /MGMPs) and principal and supervisor groups under BERMUTU. These groups receive in-service professional support through a guru pemandu (teacher coordinator) and links with teacher development and quality assurance institutions (P4TKs and LPMPs). This has proved to be the most viable and accessible route for teachers to receive continuous professional development and the Mid-Term Review has observed that teachers are using the working groups to reflect on their teaching, share experiences, try out more effective and interactive methodologies to improve their teaching. There is a distinct attempt to introduce more constructivist, learner –centered activities in the classroom as demonstrated by the increased attempts to use group work and improve teacher questioning strategies to encourage students to “think for themselves”; and (iii) As noted in the previous ISR the strengthening of the depth and breadth of the regulatory framework governing teachers continues to be the strongest indicator of the project's contribution to improving the quality of Indonesia's teaching workforce.

Locations

Country	First Administrative Division	Location	Planned	Actual
Indonesia	Not Entered	Daerah Istimewa Aceh		
Indonesia	Not Entered	Propinsi Sumatera Barat		
Indonesia	Not Entered	Propinsi Sulawesi Tengah		
Indonesia	Not Entered	Provinsi Sulawesi Selatan		
Indonesia	Not Entered	Propinsi Nusa Tenggara Timur		
Indonesia	Not Entered	Propinsi Nusa Tenggara Barat		
Indonesia	Not Entered	Propinsi Maluku		
Indonesia	Not Entered	Propinsi Kalimantan Tengah		
Indonesia	Not Entered	Propinsi Jawa Timur		
Indonesia	Not Entered	Propinsi Jawa Tengah		
Indonesia	Not Entered	Propinsi Jawa Barat		
Indonesia	Not Entered	Propinsi Jambi		
Indonesia	Not Entered	Provinsi Papua		
Indonesia	Not Entered	Provinsi Gorontalo		
Indonesia	Not Entered	Propinsi Maluku Utara		
Indonesia	Not Entered	Provinsi Irian Jaya Barat		

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Results

Project Development Objective Indicators

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Increased number of teachers meeting academic qualifications mandated by the Teacher Law	<input type="checkbox"/>	Number	Value	900000.00	1501163.00	1400000.00
			Date	30-May-2007	28-Dec-2011	31-Dec-2013
			Comments		As of MOEC's updated teacher data, with total no of teacher 2,925,676. (NOTE: Baseline data was based on teacher data 2006 with total about 2,500,000 teachers)	
Increased number of primary and junior secondary teachers in BERMUTU Districts using classroom instruction with specific subject and age appropriate pedagogy	<input type="checkbox"/>	Number	Value	17000.00	214380.00	190000.00
			Date	30-May-2007	25-Jul-2011	31-Dec-2013
			Comments		Currently about 214,380 primary and junior secondary teachers participate in the working groups which was designed to allow the teachers to improve their competence in using classroom instruction with specific subject and age appropriate pedagogy. Data to be updated in April 2012	
Reduction in absenteeism of teachers in BERMUTU Districts	<input type="checkbox"/>	Percentage	Value	19.00	8.35	15.00
			Date	30-May-2007	25-Jul-2011	31-Dec-2013
			Comments		According to the SMERU studies of nationally representative samples the absenteeism rate of primary school teachers were 19% (2003)and 14% (2008). While the rate according to the study by the Centre for Policy Study (MOEC) in 2010 were 8.35% (primary schools) and14% (junior secondary schools)	

Intermediate Results Indicators

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Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
Increased number of pre-service programs accredited (initially secondary programs only)	<input type="checkbox"/>	Number	Value	0.00	30.00	75.00
			Date	30-May-2007	19-Oct-2011	31-Dec-2013
			Comments		From a base of zero, 30 primary teacher pre-service education now been accredited at the S1 level. In total, 53 programs (26 studyprograms for PGSD and 30 study programs for junior secondary teachers) have participated in the Accreditation Incentive Grants (AIG).	
Increased number of new graduates from accredited programs meeting the mandated competency standards	<input type="checkbox"/>	Number	Value	0.00		15000.00
			Date	30-May-2007	30-May-2011	31-Dec-2013
			Comments		The data of the new graduates from the 30 PGSD is being collected. It is expected that the data will be available by the next review mission, April 2012	
Increased numbers of teachers gaining recognition for prior learning (RPL) from accredited universities	<input type="checkbox"/>	Number	Value	0.00	543715.00	700000.00
			Date	30-May-2007	28-Dec-2011	31-Dec-2013
			Comments		As of November December 2011 the 81 appointed LPTKs have granted RPL to 58,715 teachers, while the Open University awarded RPL to 485,000 teachers	
Increased numbers of active KKG/MGMPs in BERMUTU Districts	<input type="checkbox"/>	Number	Value	1200.00	6135.00	4500.00
			Date	30-May-2007	19-Oct-2011	31-Dec-2013
			Comments		There are 6,135 active professional working groups of primary and junior secondary school teachers, principal and supervisors in BERMUTU districts	

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Increased numbers of beginning teachers being provided with school induction programs in BERMUTU Districts	<input type="checkbox"/>	Number	Value	0.00		3000.00
			Date	30-May-2007	28-Dec-2010	31-Dec-2013
			Comments		The Ministerial regulation and its operational manuals are in place. Mapping of new teachers needing induction program, a series of further socialization and training of trainers were just completed. An update will be reported in March 2012	
Revised policies, plans, and procedures for continuing education and career development of certified teachers developed and piloted for implementation by the government in 2011	<input type="checkbox"/>	Text	Value	Limited Policies in place		Available & implemented by GOI
			Date	30-May-2007	31-May-2011	31-Dec-2012
			Comments		The regulation and instruments are in place and have been piloted in 15 districts in Oct 2011: currently being refined and will be implemented nation-wide in 2013.	
A teacher database established to track progress in teacher placement, academic qualifications, certification, and payment of professional allowances.	<input type="checkbox"/>	Text	Value	MIS does not allow complete analysis	Available and updated by GOI	Available & implemented by GOI
			Date	30-May-2007	19-Oct-2011	31-Dec-2011
			Comments		MOEC teacher data base has been built and maintained. This is being integrated with the school data base, teacher working group.	

Data on Financial Performance (as of 05-Apr-2012)

Financial Agreement(s) Key Dates

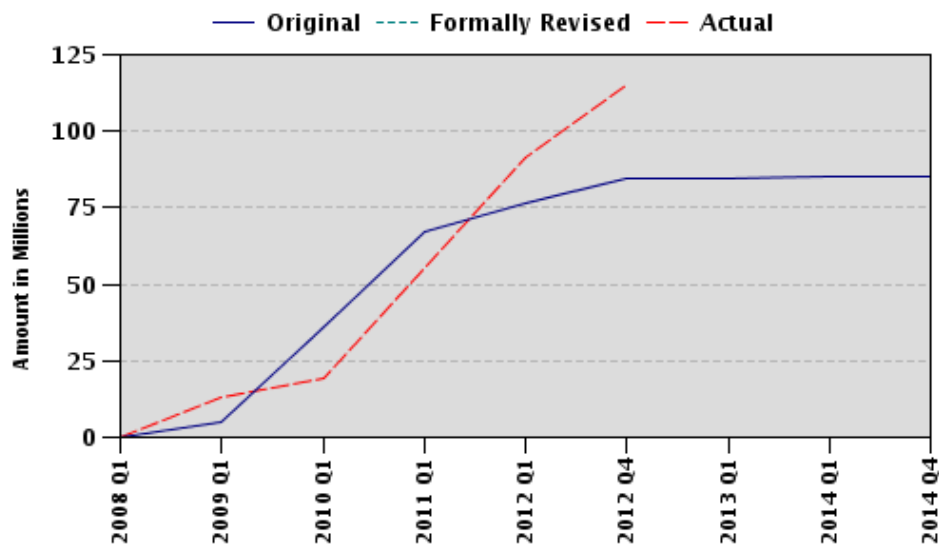
Project	Loan No.	Status	Approval Date	Signing Date	Effectiveness Date	Closing Date
P097104	IBRD-74760	Effective	05-Jul-2007	07-Nov-2007	05-Feb-2008	31-Dec-2013
P097104	IDA-43490	Effective	05-Jul-2007	07-Nov-2007	05-Feb-2008	31-Dec-2013
P097104	TF-90794	Effective	07-Nov-2007	07-Nov-2007	07-Nov-2007	31-Dec-2013

Disbursements (in Millions)

Project	Loan No.	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
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P097104	IBRD-74760	Effective	USD	24.50	24.50	0.00	8.97	15.53	37.00
P097104	IDA-43490	Effective	USD	61.50	61.50	0.00	61.87	0.74	101.00
P097104	TF-90794	Effective	USD	52.00	52.00	0.00	44.41	7.59	85.00

Disbursement Graph



Key Decisions Regarding Implementation

The MONE organization was restructured twice. By end of 2010 the DG QITEP which housed the Project Coordinating Unit (PCU) and 22 out of the 28 Project Implementing Units (Saters) has been dissolved and its functions reallocated across four echelon 1 units, i.e., the DG of Basic Education, DG Secondary Education, DG Early Child Education and Non Formal-Informal Education, and a new board the Education Human Resource Development and Quality Assurance Board. By October 2011 a new directorate general, DG for Cultural Affairs, was added into the Ministry's organization. Accordingly, the name of the Ministry of National Education was changed to be the Ministry of Education and Culture (MOEC). The government has demonstrated its commitment to ensure the continuity of the BERMUTU Project under this new structure by working closely with all units to ensure that appropriate revisions to the respective budget document (DIPA) 2011 was completed timely and to the DIPA 2012 is underway. In the meeting 2nd February 2012, the Steering Committee has advised the MoEC to properly complete the project implementation by December 2013, as per the Financing Agreement. Accordingly, the progress toward achieving the Key and Intermediate Performance Indicator of the Project Development Objectives shall be monitored closely and availability and sufficiency of funds in DIPA 2012 and 2013 shall be secured.

The Project has been disbursing reasonably well. As per March 5, 2012, about 78% of the total funds have been disbursed, i.e., 3.7% of the Loan, 96% of the Credit and 85% of the Dutch Grant.

Restructuring History

Level two Approved on 22-Nov-2011

Related Projects

There are no related projects.