

Supporting the BOS Program

Findings from the BOS-KITA Regional Independent Monitoring Team

Starting in 2009, a team of 14 regional independent monitors (RIM) has visited more than 2,000 schools across 73 districts and 33 provinces in Indonesia to check how the BOS program is working. Fielded by the World Bank under the BOS-KITA project and funded by a grant from the Royal Netherlands Government, this team has brought new data and insights to inform BOS program management and the government. Some key findings were published in national newspapers in August 2010, when the Minister of National Education shared them at a press conference.

rollment figures. Transparency is increasing, and schools are now more frequently sharing their budgets with the school community.

The 2011 series of training for schools and school committees needs to emphasize the role of school committees in monitoring fund use. (See page 3 for more information on BOS training 2011).

Some local governments are taking the initiative to improve the BOS program by:

- working with local media to promote the BOS program;
- adding local BOS funds to the national funds to achieve Minimum Service Standards; and
- involving school supervisors in BOS program monitoring at school level.

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The independent monitors found that 97% of BOS funds are used in accordance with the BOS manual, though close to 30% of BOS funding is still being used for teacher honoraria. The majority of schools receive the correct amount of BOS funds based on school en-

Stories from the Field: Getting to Remote Schools

In addition to capturing statistics about how the BOS program is working, the regional independent monitors also bring back stories of their struggles to reach remote schools. Only three schools were just impossible for them to get to in the first two rounds of monitoring, based on the fact that one village was in conflict at the time of the visit, and two schools required a very long hike over mountains. Apart from that, the RIMs got around by plane, bus, ferry, boat, jeep and train, as well as walking the last miles to many schools.

This photo shows RIM team members Khairullah, Marbawi and Amalia, on their way from Bau-Bau to Wangi-Wangi and nearby islands



in Wakatobi, visiting schools by boat in the stormy Banda sea. Photographs taken by the RIM team have been exhibited at the Indonesian Teachers Congress in Jakarta in May 2010.

What is BOS?

- It is the Indonesian Ministry of National Education's flagship school grant program, and it is supported by the World Bank's BOS-KITA project.
- Schools across the country receive quarterly grants for operational expenses, based on the number of students in the school.
- The total value of the program is approximately Rp 16 trillion per year.
- BOS stands for Bantuan Operasional Sekolah, or School Operations Fund.
- BOS-KITA stands for BOS – Knowledge Improvement for Transparency and Accountability.

Improving School Planning and Budgeting

Schools are now responsible for managing large amounts of money under the BOS program, and they also have other funding sources, all of which need to be accounted for. The school committee plays a key role in monitoring this, working with the school principal and the treasurer.

BOS training 2011 will emphasize this role, and will introduce simple approaches to improving school based management through training in planning and budgeting, focusing on principles of transparency and accountability.

Key points to be included in the training course are: school budget administration and flow of funds; parent and community participation; taxation issues; basic book keeping and asset management; reporting and audit preparedness.

Along with three other training modules, the BOS training materials were discussed with potential users in Yogyakarta in August 2010. These training materials have been refined and published for the training of trainers conducted in October and November.

“The Ministry of National Education’s BOS training 2011 will be supported by a group of development partners.”

Getting Ready for BOS Training 2011

The Ministry of National Education's BOS management team is rallying development partners to support the national BOS training program for 2011. It is critical to the success of the BOS program that all stakeholders understand their roles in monitoring the use of BOS funds and supporting school based management. Since central budgets have been cut for BOS training and monitoring, MONE has requested support from first the Netherlands for BOS training 2009, and now AusAID for 2011.

Through the Basic Education Capacity Trust Fund, the World Bank, the European Union and the Netherlands

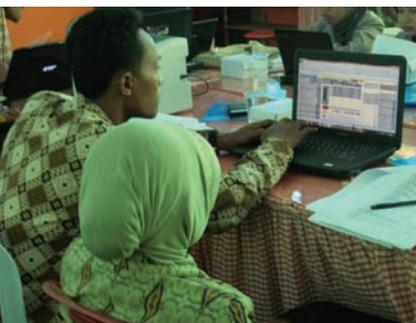
are working alongside the Asian Development Bank ADB under the EU-funded Basic Education Sector Capacity Support Program, with AusAID and USAID to help MONE design and implement an improved training based on the 'best of' materials used for various recent education projects. MONE will then run a training of trainers program in late 2010 for 1,500 trainers from all over Indonesia, then in early 2011 the nationwide rollout will start, aiming to reach more than 250,000 schools including madrasahs. The training course will cover school self assessment, planning and budgeting, financial management, and updates on the BOS program.

TRIMS: Tool for Reporting and Information Management by Schools

TRIMS is a simple excel based tool to empower schools to make use of their own data in planning and budgeting. Consolidating all the data that schools get asked to provide to various sources, TRIMS will allow them to click student and teacher numbers and other key data for immediate translation into pie charts, graphs, ratios and percentages. Schools can then use the data and forward it to district authorities for aggregation. Districts will use their own aggregation tool in the same way, and be encouraged not only to use the data for their own monitoring, planning and

budgeting, but also forward it to provinces and the national level to establish the extent to which Millennium Development Goals (MDGs) and national targets and standards are being met.

TRIMS is being piloted in all schools in 6 districts prior to nationwide rollout through the BOS training program for 250,000 schools starting in 2011. The TRIMS tool will be updated based on the experience of participants in Kota Probolinggo.



*Trying out TRIMS in Probolinggo, July 2010
<http://www.dinaspdk-kotaprobolinggo.net>*



^ BOS Social Marketing and Information Campaign call to action for increased parents' participation and oversight of BOS implementation.

National Information Campaign Starts

The Indonesian Minister of National Education launched a nationwide social information campaign to strengthen transparency and accountability in the BOS. Based on support provided by the World Bank under its BOS-KITA loan, and with funding from Government of the Kingdom of the Netherlands, the campaign contains key messages on the importance of public oversight in the usage of BOS funds by schools, and how parents can support it. According to Minister Mohammad Nuh, "the public should be involved to make sure that the program, which absorbs

trillions of rupiah of government funds, meets its targets". He also quoted the findings from a recent World Bank survey of 720 randomly selected schools, which indicate that parents do not have sufficient knowledge of the BOS program to be able to monitor fund usage effectively, although 86% had heard of the program.

The campaign will use TV, radio, sms and print, and will also promote a new toll free phone number for complaints and feedback: 177 is the new hotline.

Good Practice in Managing BOS at School Level

SD Negeri Sidanegara 11, Kecamatan Cilacap Tengah, in the district of Cilacap, is an example of good practice in transparency and accountability. Since 2005, the school has kept a special file for BOS, complete with the manual and all the reporting templates. Teachers and the School Committee are consulted on the use of funds, which are used for school operations and to improve the quality of the education provided.

Meanwhile in Sinjai Timur in South Sulawesi, the SD Negeri 32 Buakang school principal always makes sure that the BOS funds are managed carefully, never borrowing and always maintaining a positive balance in the bank. This school provides transport funds for

poor students at Rp. 45,000 a month.

According to the principal of SD Negeri 3 SP C Mensiku, in the district of Sintang, West Kalimantan, since the BOS program started there has been better collaboration between the principal and the teachers, who work together to develop the school plan.

At SDN Ujong Patehah, district of Nagan Raya, NAD, BOS funds are used to support extra-curricular activities which can help improve education quality, and especially since the BOS amount increased in 2009, the school has not needed to ask parents to pay fees for the after school program.



What a school notice board should look like: SDN Sidanegara 11, Cilacap

Finding Out How People Learn about The BOS Program

The BOS nationwide social information campaign is being complemented by district surveys which will provide insights into the best ways to increase public knowledge of the BOS program.

Representatives from four local education offices selected to pilot a local BOS Social Marketing and Information Campaign are eager to clarify how BOS funds should be used. Recruitment for district campaign coordinators has just been finalized and a two-day workshop was held to build common understanding amongst the campaign team, particularly with local education offices, to make sure the key campaign messages are spread.

"I'm not saying it'll be easy. I welcome the extra hard work," says Peter Kainama, staff from Ambon Municipality Education Office, who has realized that there are diverse stakeholders to be targeted in disseminating information about BOS. According to Peter, information has only been passed on to teachers and it has never occurred to him that parents also need to be informed about BOS.

The results of the social information campaign study will inform future BOS campaigns, using the approaches that work most effectively to reach communities.

Improving Monitoring and Public Information Service

The BOS at MONE team has developed an improved monitoring and evaluation framework for the BOS program, which will simplify management and reporting. This more standardized system will also facilitate comparison between districts. It has been piloted in 3 provinces and 6 districts, and is now being implemented by central BOS management (Directorate of Junior Secondary Education) and in 2 districts (Kota Prabumulih and Kota Yogyakarta). It is expected that the system will be rolled out to all districts from 2011, when the BOS program decentralizes.

The Ministry of National Education now has a one door policy for public information and

complaint handling services. A 177 hotline has been launched by the Minister, to be accessible through various means of communication, including text messages (SMS). This requires better coordination at all levels to make sure that any complaints or comments are recorded, processed, and responded to appropriately and quickly by the right unit. The team has already prepared Standard Operating Procedures to make this clear.

All of the new systems improvements have been shared with districts and provinces through interactive DVDs with a user friendly format, with the expectation that this will lead to a better BOS program for all.



This brief was prepared by the BOS-KITA team at the World Bank, Indonesia, with the oversight of the BOS team at the Ministry of National Education, and with support from the following programs working with the BOS program:

The **Dutch Education Support Program** funds a series of activities working with the BOS program, including the social information campaign and study, support to monitoring and evaluation including the Regional Independent Monitors, BOS training 2009, and a study on school-based management.

The **Basic Education Capacity Trust Fund** is providing technical assistance for the preparation of BOS training 2011, and is piloting TRIMS with the Ministry of National Education, as part of its support to local level education governance.

BOS-KITA (BOS-Knowledge Improvement through Transparency and Accountability)

The World Bank is supporting the BOS program through BOS-KITA (School Operational Assistance and Knowledge Improvement for Transparency and Accountability). This project aims to improve access to quality education for all children aged 7 to 15 by working to strengthen school committees, increase community participation, improve fiduciary arrangements for greater transparency and accountability of the BOS program to consequently better utilize current BOS funds. The loan total is \$600 million for 2008-10, with additional financing of \$500 million for 2010-12.

^ *Kicking off the national information campaign: Minister of National Education, Pak M. Nuh, with Mae Chu Chang (World Bank) and Arnold van der Zanden (Embassy of the Royal Kingdom of the Netherlands).*

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