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- Volume 3 (January 6, 1992 - December 27, 1991)

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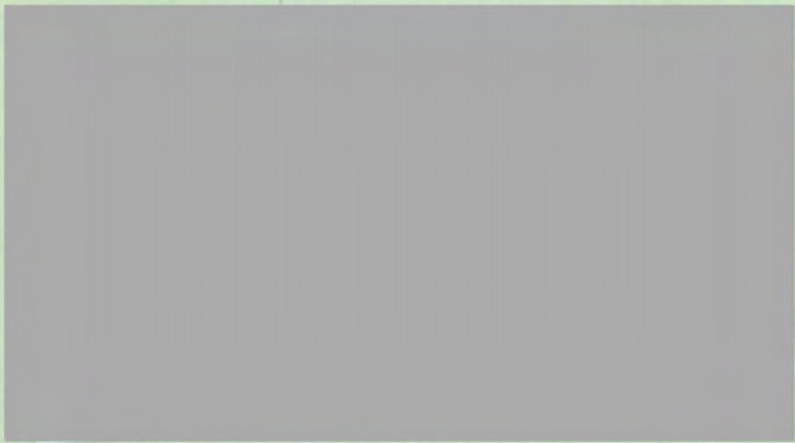
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03

INDONESIA - Higher Education  
 Development (02)

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**CLOSE-OUT SHEET**

This File Covers The Period From Aug. 1/91 To Dec. 31/91  
For Further Correspondence, See VOLUME -04

The World Bank/IFC/MIGA  
O F F I C E M E M O R A N D U M

DATE: December 27, 1991 02:42pm

TO: ROOSKANDAR WINANT ( ROOSKANDAR WINANT @A1@JKRТА )

FROM: Man He You, ASTPH ( MAN HE YOU )

EXT.: 81208

SUBJECT: INDONESIA - HEDP II, Ln. 3311-IND

Pak Rooskandar,

Thank you for transmitting Dr. Simbolon's letter of December 24, with attachment.

Would you please pass the attached letter to Dr. Simbolon?

Wish you and your family for a very happy 1992.

Best regards,

Man He You

Attached to this message is a WORDPERFECT document. You cannot use ALL-IN-1 to display or print it. You must first transfer the attachment to your PC using the FAP option. Then you may process the file with the same software that was used to create it.

CC: Clifford Gilpin ( CLIFFORD GILPIN )  
CC: Ruth Montague ( RUTH MONTAGUE )  
CC: Sharon Newell ( SHARON NEWELL )  
CC: Willem Struben ( WILLEM STRUBEN )  
CC: Asia ISC Files ( ASIA ISC FILES )

January 1, 1980

Dr. O. Simbolon  
Project Director for CPIU  
Directorate-General of Higher Education  
Depdikbud Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan  
Jakarta, Indonesia

Dear Dr. Simbolon:

Re: HEDP II, Ln. 3311-IND

Thank you for your letter of December 24, 1991 (ref. NF. 1810/1291/CPIU/FEL) in response to our fax letter of December 16.

We have several questions on the attachment to your letter, Memorandum of Understanding between the Faculty of Letters, University of Indonesia and Faculty of Arts, Victoria College in Australia concerning training of translators and interpreters:

- (a) About 60 Indonesian students are to be trained under the agreement during three years beginning January 1992 (Article I, item 1). Has this agreement been cleared with the Bank before it was negotiated and signed in October?
- (b) Your letter of November 27 requested the Bank's clearance for 18 students to be sent to the Victoria College. Are they the first batch of the 60 students or an addition to them?
- (c) What is the total contract amount for services to be provided by the Victoria College? and;
- (d) Students and their employers are responsible for obtaining and maintaining personal insurance (Article IV, item 3). Is this a typical case for overseas fellowships?

Article II, item 5 seems to contain an important point, but it is illegible.

~~January 1, 1980~~

I will be on leave for about ten days and proceed directly to Jakarta to arrive there January 9, 1992. I will be happy to discuss with you the questions raised and other related matters on January 10.

With best wishes for a happy 1992. Best regards,

Sincerely yours,

Man He You  
Population and Human Resources Division  
Technical Department  
Asia Region

Dr. O. Simbolon

- 3 -

January 1, 1980

bcc: Messrs. Gilpin (o/r), Struben, Rooskandar  
Ms. Montague (o/r)

MHYou/mjm

Ln 3311-Ind

The World Bank/IFC/MIGA  
O F F I C E M E M O R A N D U M

DATE: December 23, 1991 11:42am

TO: DATIN YUDHA

( DATIN YUDHA @A1@JKRТА )

FROM: Man He You, ASTPH

( MAN HE YOU )

EXT.: 81208

SUBJECT: INDONESIA - HEDP II Studies

Datin,

Would you kindly pass on this message to Dr. Simbolon?  
Thanks.

Best regards,

Man He You



December 23, 1991

Dear Dr. Simbolon,

Re: HEDP II Studies

Thank you for your letter of December 6, 1991  
(ref. no. 4651/1291/CPIU/STD) with draft terms of reference (TOR)  
for five studies included in HEDP II.

We invited Dr. David Clark to meet with several Bank economists in Washington to discuss draft TOR on December 19. The meeting was highly useful and productive. He has agreed to improve the TOR, incorporating comments and suggestions made by the participants. We will send you the revised TOR for your review and comment, as soon as we receive them from Dr. Clark, possibly before the end of December.

With best wishes,

Sincerely yours,

Man He You

CC: Clifford Gilpin	( CLIFFORD GILPIN )
CC: Samuel Lieberman	( SAMUEL LIEBERMAN )
CC: Ruth Montague	( RUTH MONTAGUE )
CC: ROZANY DEEN	( ROZANY DEEN @A1@JKRТА )
CC: ROOSKANDAR WINANT	( ROOSKANDAR WINANT @A1@JKRТА )
CC: Asia ISC Files	( ASIA ISC FILES )

The World Bank/IFC/MIGA  
O F F I C E M E M O R A N D U M

DATE: December 23, 1991 11:42am

TO: YOGANA PRASTA ( YOGANA PRASTA @A1@JKRTA )

FROM: Man He You, ASTPH ( MAN HE YOU )

EXT.: 81208

SUBJECT: INDONESIA - HEDP II (Loan 3311-IND) Accounts and Audits

Thank you for your fax dated December 17. We have reviewed Form A-O, Annual Project Accounts by Components and Form B-O, Annual Project Expenditures Summary Accounts. We have the following comments:

- (a) project component category C2 and C3 in Form A-O should be listed as MIS and Evaluation, and Studies, respectively; and
- (b) Code VII, PPI program (accelerated engineering program), in form B-O is one form of in-country training, CVI.

We have no objection to your suggestions to:

- (a) discuss with the CPIU and BPKP Forms A-O and B-O, and adopt the Forms for audit purposes; and
- (b) Forms be also utilized for unaudited financial statements to be submitted to the Bank on semi-annual basis as part of the progress report.

CC: Clifford Gilpin ( CLIFFORD GILPIN )  
CC: Ruth Montague ( RUTH MONTAGUE )  
CC: ROOSKANDAR WINANT ( ROOSKANDAR WINANT @A1@JKRTA )  
CC: Asia ISC Files ( ASIA ISC FILES )

The World Bank/IFC/MIGA  
O F F I C E M E M O R A N D U M

DATE: December 23, 1991 11:42am

TO: DATIN YUDHA

( DATIN YUDHA @A1@JKRТА )

FROM: Man He You, ASTPH

( MAN HE YOU )

EXT.: 81208

SUBJECT: INDONESIA - Ln. 3311-IND

Datin,

Would you kindly pass on the attached message to Dr. Simbolon? Thanks.

Man He You

December 23, 1991

Dear Dr. Simbolon,

Re: Invitation to Submit Proposals for Higher Education  
Studies - Loan 3311-IND

We have reviewed the revised Invitation to submit proposals for Higher Education Studies. We have the following comments and suggestions:

- (a) Article 6, Clarification on Page 12, seems to indicate the Clarification meeting takes place following the tender documents have been submitted to the place, time, and date as stipulated in the last sentence of Article 4, page 11. Clarification meeting should be held prior to the tender documents are submitted as stipulated above; and
- (b) Article 7, Opening of Bids, does not indicate how soon bids will be opened after closing of the bids (the last sentence of Article 4, page 11). It is suggested that bids opening should take place in the same day or not later than 24 hours after closing of bids.

We have no further comments.

Sincerely yours,

Man He You

CC: Clifford Gilpin  
CC: Ruth Montague  
CC: ROZANY DEEN  
CC: ROOSKANDAR WINANT  
CC: Asia ISC Files

( CLIFFORD GILPIN )  
( RUTH MONTAGUE )  
( ROZANY DEEN @A1@JKRТА )  
( ROOSKANDAR WINANT @A1@JKRТА )  
( ASIA ISC FILES )

THE WORLD BANK  
DIRECT FAX TELEPHONE NO. (202) 477-8681

FACSIMILE

DATE: December 19, 1991 NO. OF PAGES: 25 26 MESSAGE NO.:  
(including this sheet)

TO: Mr. Rooskandar  
Organization: RSI  
City/Country: Jakarta, Indonesia  
Fax No:

FROM: Ruth Montague, EA3PH  
Dept.: Country Dept. III  
Div.: Population and Human Resources, 258/50  
Room No.: A10-113  
Tel. No.: (202) 458-2538

LN 2944-IND  
LN 3311-IND

SUBJECT/  
REFERENCE: Attached

MESSAGE:

Attached are:

(a) copies of the telexes extending the closing dates of ~~Loans 2547~~  
~~and 2944-IND~~ that went out today to the Ministry of Finance. Would  
appreciate very much your forwarding copies to Drs. Makin and  
Simbolon and to Nick Hope.

(b) letter to Dr. Simbolon re Loans 2944 and 3311-IND with aide  
memoire.

Thanks, Roos.

Ruth M.

*Ruth*

*Reas*

FOR INTERNAL USE, NOT TO BE TRANSMITTED

Asia Information Center

Transmission Authorized By : Clifford W. Gilpin  
Extension : 82528  
Dept. : E. Asia Country Dept. III  
Division : Population and Human Resources, 258/50  
Room No. : A10-113

RMontague:mb

# TheWorldBank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

(202) 477-1234  
Cable Address: INTBAFRAD  
Cable Address: INDEVAS

December 18, 1991

Dr. O. Simbolon  
Project Director  
Higher Education Development Project  
Department of Education and Culture  
Jakarta, Indonesia

Dear Dr. Simbolon:

Re: First and Second Higher Education Development Projects  
(Loans 2944 and 3311-IND)

1. We would like to express our appreciation to you and the members of your staff for the many courtesies extended to Ms. Montague, Mr. Thulstrup, Ms. Duces, Mr. Osterlund, Mr. You and Mr. Lieberman during their recent visit to Indonesia to review progress in implementation of these projects and to Mr. Fisher of the Bank's Resident Staff in Indonesia, who also participated in the review.
2. We are pleased to note that nearly all project components under the first Higher Education Development Project are nearing completion and that almost all of the Loan has been committed. We are quite concerned, however, about how little progress has been made recently on development of the university management information system and in library development. We urge you to carry out the planned MIS activities without further delay. In addition, the gap in the library staff should be filled as soon as possible by a temporary appointment and procurement of the library automation system should proceed, again without further delay. We also recommend that arrangements be made by you for continued employment of the expatriate library consultant.
3. The mission has recommended to Bank management that the Bank agree to your recent request to extend the Loan Closing Date by one year from December 31, 1991, to December 31, 1992.
4. In this regard, also, we would like to give our no objection to the lists and technical specifications for laboratory, computer and audio-visual equipment attached to your letter dated October 19, 1991. This equipment is to be procured by LCB procedures. The lists and specifications were discussed by your procurement staff and the mission, and it was agreed that several minor corrections, mainly of spelling mistakes, would be made in the document. We would now appreciate receiving from you the schedule for this bidding and a copy of the final version of the documents that will be sent out to interested suppliers.

5. With regard to the Second Project, we were disappointed to hear that due to various Government regulations, access by you to Loan funds only became available in late-October, more than half-way through the project's first fiscal year. We appreciate hearing, however, that you are now planning to make every effort to implement as much as you can of the first year's activities before the fiscal year ends. We concur with the recommendations made in the Aide-Memoire prepared by the mission and discussed with you during the wrap-up meeting held on November 8, 1991, as follows:

- (a) with regard to the research being funded under the project, the maximum allowable salary component of the research grants should be increased to help compensate for the loss of regular income to the researcher while s/he undertakes the research, and an office should be established under the Director of Research to help develop local research journals;
- (b) cataloging services should be included in library book procurement contracts and tender documents and recommendations for award of these contracts should be forwarded to the Bank for review and comment prior to contract signing;
- (c) the policy study on private higher education should take place as soon as possible in order to avoid further erosion of quality at this level;
- (d) consideration should be given to the establishment of a Directorate of Higher Technical Education within DGHE to deal with the polytechnics as they now become autonomous;
- (e) with regard to the Environmental Study Centers, every effort should now be made to ensure early approval of the FY91/92 DIP for the Centers so that activities planned for this fiscal year can commence; in addition, the Government should now make an effort to obtain funds for in-country training under this component; and the issue of ESC criteria for promotion of university environmental science staff should be raised in a letter to the rectors of the concerned universities urging them to request DGHE to recognize environmental science as an academic discipline and to agree on promotional criteria. We look forward to receiving a copy of this letter when it is prepared.

6. We would also like to remind you that, as mentioned during the mission's visit, the retrospective review of the implementation of the previous and ongoing year's budgets for the higher education program should be forwarded to the Bank for review and comments, by December 31, 1991. This review should also include a forward plan and budget for FY92/93. We look forward to receipt of this report.

7. A copy of the final Aide-Memoire for the project is attached. If you have any comments on the Aide-Memoire, please let us know.

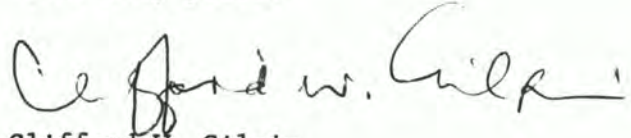


December 18, 1991

8. Ms. Montague will be in Papua New Guinea from February 10 to 22, 1992, and would like to visit Jakarta either the previous week or the following week, that is, early or late February, to review progress in implementation of the project items mentioned above. We would appreciate very much knowing if such a visit would be convenient for you and your staff.

With kind regards,

Sincerely yours,



Clifford W. Gilpin  
Division Chief  
Population & Human Resources Division  
Country Department III  
East Asia and Pacific Regional Office

Dr. O. Simbolon

- 4 -

December 18, 1991

cc: Asia Information Center

RMontague:mb  
b:29441216

INDONESIA

First and Second Higher Education Development Projects  
(Loans 2944-IND and 3311-IND)

Review Mission Aide-Memoire  
November 1991

1. This Aide-Memoire records the findings and recommendations of a review mission<sup>1</sup> that visited Indonesia in October/November 1991. The purpose of the mission was to review progress in implementation of the first and Second Higher Education Development Projects (Loans 2944-IND and 3311-IND). Members of the mission visited project institutions in Medan, Bandung, Yogyakarta, Bogor and Jakarta. This Aide-Memoire gives a brief summary of progress in project implementation, the issues raised and the agreements reached during the course of the review.<sup>2</sup> The mission would like to express its sincere appreciation for the hospitality and cooperation extended to it by the officials of the Government of Indonesia.

Summary, Issues and Recommendations

Loan 2944-IND

2. As project implementation moves toward completion, two important project components, library development and the management information system, have made very little progress. The Government has requested an extension of the closing date from December 31, 1991, to December 31, 1992, in order to complete all project activities. Attention must now be focused on these two components if they are to be completed on time.

3. Of the total loan amount of US\$140.3 million, about US\$110.8 million has been disbursed with an additional US\$27.0 million committed, leaving only about US\$2.5 million uncommitted. Withdrawals are kept up-to-date as expenditures occur. It is expected that the entire loan will be committed and/or disbursed before the revised closing date.

4. The main issues remaining include:

- (a) delays in establishment of the management information system (MIS) and in improving educational statistical indicators (para. 10); and
- (b) little progress toward library automation primarily due to the loss of a key staff member (para. 25).

---

<sup>1</sup> Mission members included M/M R. Montague (architect), E. Thulstrup (science and technology specialist), B. Duces (information systems officer) and R. Osterlund (educator, consultant). They were assisted by Messrs. M.H. You (economist) and S. Lieberman (economist) and by Messrs. B. Fisher (environmental specialist) and W. Rooskandar (project officer) both of RSI.

<sup>2</sup> The views expressed in this Aide-Memoire are subject to review by Bank management.

5. Mission recommendations concerning the above issues include:
- (a) the planned MIS activities should be carried out without further delay (para. 17); and
  - (b) the gap in library staff should be filled by a temporary appointment (para. 30), procurement of the library automation system should proceed without delay (para. 31) and arrangements should be made for further consultant assistance (para. 32).

Loan 3311-IND

6. The Project is off to a very slow start with authorization to access the Loan funds only received in late-October, more than half way through the first year. Thus the first year's scheduled activities will only be about half implemented by the end of the year.

7. The main issues include:

- (a) improvement is needed in teaching and research quality and relevance (para. 37);
- (b) the lack of good subject-specific research journals in Indonesia (para. 45);
- (c) proposed book purchasing arrangements may not result in adequate servicing (para. 51);
- (d) a policy on private higher education is needed urgently to prevent further decline in quality (para. 61);
- (e) the restructuring of the polytechnic education system (para. 69);
- (f) the lack of funds to begin implementation of the Environmental Study Center (ESC) component (para. 71);
- (g) no funding allocated for ESC in-country training (para. 72); and
- (h) promotion criteria for ESC staff not yet established (para. 74).

8. Mission recommendations concerning these issues include:

- (a) the maximum allowable salary component of the research grants should be increased to help compensate for the loss of income while undertaking the research (para. 48);
- (b) an office should be established under the Director of Research to help develop local research journals (para. 46);
- (c) full servicing during book procurement should be included in procurement contracts to be cleared by the Bank (para. 52);
- (d) the policy study on private higher education should take place as soon as possible (para. 61);

- (e) a Directorate of Higher Technical Education should be established at the Directorate General of Higher Education (DGHE) to deal with the polytechnics (para. 69);
- (f) the FY91/92 ESC development budget (DIP) for the Overseas Economic Cooperation Fund, Japan (OECE) and counterpart funds should be approved immediately (para. 71);
- (g) the Government of Indonesia (GOI) should arrange ESC in-country training funds as soon as possible (para. 72); and
- (h) the issue of ESC promotion criteria should be raised in a letter to the rectors urging them to request DGHE to recognize environmental science as an academic discipline and to agree on promotional criteria (para. 73).

#### Loan 2944-IND

#### Action Plan for Higher Education.

9. The current status of the Action Plan for Higher Education is given in the Attachment.

#### Planning, Management and Implementation Capacity

10. MIS Development. Currently, the collection, processing and management of university indicators from public universities continues to be carried out at the University of Gadjah Mada (UGM), with reports being published annually for each university as well as summary data. At the same time, the University of Indonesia (UI) has been developing an on-line MIS, to be installed in senior managers' offices at DGHE to assist in their decisionmaking. Detailed requirement specifications have been prepared and the system design has been done. The next step is the development of a prototype.

11. In the meantime, the computing department team at UI has implemented a personal computer-based pilot in DGHE, with about 48 workstations, linked with each other through a local area network. The currently available data, drawn from paper reports are made available on-line in an easy to use and easily accessible way. It is planned to enhance from this pilot, with the additional requirements to develop the prototype. In addition to the DGHE offices, some of the subsystems of these pilot data (primarily the financial and student data) have also been made available to the universities. It is not known how much use is made of these data, either at DGHE or at the universities, with the exception of the financial subsystem, which is widely used at DGHE. About 11 universities also regularly use the student subsystem.

12. Although the initial pilot was developed and implemented at UI, with the data loaded by the computing staff, over the long term continuous updating and data management will need to be done by the planning unit of the DGHE. The necessary organizational arrangements to accomplish this remain to be worked out.

13. Further development on the MIS shows slower than expected progress during the last six months. At the time of the previous Bank mission (March

1991), a proposed action plan for further implementation of the on-line end-user MIS access was discussed. Discussions were also held with the different senior managers of DGHE on their requirements, proposed methods for improvements of data quality, and future organizational arrangements and roles of DGHE, UGM and UI. At that time, a seminar was planned for June to discuss these issues in detail. This seminar has now been scheduled for January 1992. The delay was largely due to the reorganization occurring at many universities, following the publication of Regulation number 30 (establishing the principle of autonomy and allowing universities a larger number of bureaus than were allowed previously).

14. The focus of the seminar will be on the determination of the final data set of statistical indicators. At that time, data gathering and specific indicators for the Regional Coordinators for Private Higher Education (KOPERTIS) and polytechnics will also be included. Indicators pertaining to the IUCs will be included at a later date. DGHE is happy with the current financial subsystem, but further requirements on student records, academic affairs and research remain to be incorporated. DGHE expects to have a working system in place by June 1992. This system will make the full data set available to DGHE offices and will provide a data gathering system from all participating universities.

15. In the meantime, the Higher Education Monitoring and Evaluation System (HEMES) at UGM will continue data collection and reporting on the current set of indicators. For 1990/1991, data have only been received from 21 institutions; a new set of reports will be produced when all universities have submitted their data.

16. Manpower Development. Training in computer applications and computer appreciation has continued to be carried out in a total of 59 different institutions (public universities, KOPERTIS and DGHE). In 88/89, 64 persons were trained in computer applications and 29 in computer appreciation. In 89/90, 110 were trained in computer applications and 65 in computer appreciation. In 90/91, 124 were trained in computer applications, none in the other program.

17. Issues and Recommendations. The development of the MIS and the further refinement and improvements of the educational statistical indicators are crucial elements in educational planning. Given the large amount of work remaining to be done, it is essential that work progresses at a steady pace and that there be no hold-up in the development. The mission, therefore, recommends that the planned activities be carried out without further delay. The mission especially endorses the planned seminar on the further enhancement of the higher education data set. Further, it should be further explored whether it would be possible to invite a statistical indicators specialist, Dr. Kells, recently contracted by the World Bank to carry out an evaluation study of the use of higher education indicators, to the seminar.

18. In order to strengthen the activities and the effectiveness of the 12 academic subject Consortia, funding is provided under the loan. According to the information received the Consortia have consolidated their activities during the project period. They are carrying out evaluation of curricula, reports and other material within their fields. Moreover, they review and evaluate the planning of new programs and levels of study, prepared by the deans. All consortia have been asked to review all programs and institutions within their fields. The reports are due in November 1991 and three are already completed and accepted by the DGHE (agriculture, arts and philosophy).

Another four have been completed and are pending acceptance by the DGHE (law, social science, engineering technology and natural science). The cost of these studies ranges between Rp50-200 million, depending on the number of departments/institutions included in the study. In accordance with the working papers of the Staff Appraisal Report, each of the Consortia receives Rp25 million per year for the operational cost of a chairman and a secretary. These are appointed by the Directorate of Academic Affairs (DAA) in the DGHE, and the chairman appoints the technical staff among the staff of his university. The chairman and the secretary are selected at the centers of excellence and should not come from the same university.

19. Studies and Evaluations. All seven studies included in this Project have been completed and are available in Bank files. The principal purpose of the first six studies was to provide DGHE management with analyses of selected key issues/topics with recommendations for action. Only one study, a performance assessment of the polytechnics, fully met the original purpose. The remaining five studies apparently failed to meet their immediate objectives although they have influenced later policy decisions. The main reasons for the less than satisfactory results are as follows: (i) some consultants had trouble understanding the terms of reference for the studies; (ii) the selection of the consultants was not open, for instance, private firms and universities were excluded; (iii) quality control mechanisms were weak; and (iv) the DGHE was reluctant to engage expatriate experts to assist during the study implementation period. The seventh study was to prepare the project proposal documents for the Second Higher Education Development Project. The most successful study, the one on the polytechnics mentioned above, influenced the design of the polytechnic component under the Second Project.

20. The studies were carried out by local consultants at a cost of about 300 man-months (SAR target--90 man-months of local consultants and 36 man-months of foreign consultants).

21. Academic Staff Development. Pre-departure training for overseas fellowships has trained a total of 1,113 candidates of which 945 have passed the test. (SAR target - 800 candidates). A total of 145 have departed for overseas fellowships (SAR target - 125) of which 62 have returned with degrees. Five fellows have failed and the remaining are still abroad. About 20 of the fellowships were granted to staff from private higher education institutions.

22. Support of about 7,000 student-years to be distributed among about 5,000 S2 candidates have reached an actual figure of 7,055 student-years, but only benefiting about 3,000 students due to delays in the studies. For S3 candidates the SAR targets are 1,200 student-years distributed among about 720 candidates and the actual figures 1,025 student-years benefiting about 300 candidates. A program of overseas short-term training (three months) for teacher training university (IKIP) teaching staff has comprised 90 candidates. In addition an in-country training program (2 1/2 months) for IKIP teachers has been carried out for 381 participants.

23. Priority Undergraduate Study Programs. The project includes a component to improve the quality of instruction in high-priority undergraduate fields of study in public universities. The quality enhancement measures should benefit undergraduate degree program (S1) students in engineering and technology programs (mechanical, electrical and chemical engineering, electronics and metallurgy), diploma-level secondary school science teacher

trainees and S1 technical teacher trainees. According to information received the actual number of S1 students enrolled in the improved programs reached about 86% of the SAR target the first year and increased to about 95% in 1990/91. For the diploma level (D3) secondary school science teachers the actual figures exceed the targets by about 33% and for the S1 technical teacher trainees the figures reached 85% of targets. In addition the component should improve instructional facilities for S1 student to become secondary school science and math teachers. The support has included 576 man-months of local consultant services which is more than twice the SAR target (due primarily to low unit costs).

24. Library Development - Acquisition of Books and Journals. Under the first phase of the project, a total of about 6,000 titles (representing 18,000 copies) of books have been purchased, for a total cost of US\$1.2 million. These books have all been received in the country through the local purchasing agent and are now being distributed to the various libraries. No journals have been bought and none are planned under the first phase, due to the difficulties in import regulations for pre-paid materials. This problem has now been solved, and the first batch of journals will be purchased during the second phase. The received books will be catalogued at University Center for Library Development (UKKP) from packing slips to form the nucleus of the new union catalog, following a standard international format.

25. Library Automation. Little progress has been made since the last review mission (March 1991) in this area. This is primarily due to the loss of the key library automation staff member to the private sector. So far, no suitable replacement has been identified. Several of the recently returned graduates are skilled and well-qualified, but require further experience and practical knowledge in the field, before they can fulfill that role.

26. In the meantime, Mr. John Ashford, technical consultant provided with support from the British Council, recently completed a short consultancy. His reports will be available to the Bank mission after ODA clearance. He provided assistance in further project planning of the library automation project, including a critical path analysis of the work to be done. He also provided a draft of a detailed request for tender that can be sent to the three previously selected library automation vendors.

27. UKKP now plans to fill the skills gap with the temporary assignment of an experienced library automation specialist, currently at UGM. In addition, support from UI's computer center (PusilKom) has been requested; PusilKom is prepared to provide this support, given a reasonable arrangement, which still needs to be worked out. Finally, further consultancies from John Ashford would be advantageous over the next three years, averaging two per year for about one month. If no further funds are available from the British Council for this purpose, funds from the World Bank project should be considered.

28. Manpower Development. Pre-departure training for a group of 20 candidates at IKIP Malang and of 15 candidates at the World University Services of Canada Center in Yogyakarta has been carried out. From this group, 8 candidates started their Masters training in the UK in August 1991 and another 5 left for Canada at the same time. Of the remaining, the main problem is receiving a sufficiently high score on the English language test. Several of the candidates tested received a score, however, that is very close to the accepted one and UKKP will now make some effort to place these students in institutions where these requirements are not as stringent. A final group



of 16 candidates needs to be identified and trained during the second phase of the project. Suitable names have been solicited from all universities and the initial selection and testing process can be started very soon.

29. Local training in S2 (two-year postgraduate program), S1, and D2 (diploma level) programs is proceeding, with some hiatus during 1991 for the S1 and D2 programs. Under the S2 program, 6 candidates commenced their studies during 1991, and 15 are scheduled for 1992. In the S1 program, none began in 1991, while 30 are scheduled to start in February 1992 at Padjadjaran University (UNPAD). In the D2 program, none started in 1991, while for 1992, 30 students are scheduled to enter UI and another 30, Hasanuddin University.

30. Issues and Recommendations - Library Automation. Given that there has been little progress on the library automation effort during the last six months, there is an urgent need for improving the staffing arrangement in this area. The automation plans submitted during appraisal were ambitious and delays will have very detrimental impacts on the original time schedule.

31. Although it is appropriate to develop a very detailed request for proposals and to resolicit bids from suitable library automation vendors based on technological developments in the field, it has to be recognized that the computer field changes constantly with new products being offered daily. At some point it is necessary to make a purchasing decision, even though better products may come along later. If UKKP and DGHE have identified a short list of suitable vendors from which to choose, they should proceed with the next steps without any further delay. Finally, it should be reiterated that library automation of large catalogs, such as is planned for the Indonesian university libraries, require that the decision on hardware and software be made based on the best available technology for that purpose; rather than on existing technologies in the different universities, which are likely to be incompatible with each other and possibly outdated.

32. The mission endorses the recommendations made by the British Council consultant and recommends that the proposed staffing arrangements be carried out. Specifically, arranging for the temporary assignment of the automation person from UGM to UKKP should be carried out as soon as possible, so the development work can continue without delay. Funds under the second slice for local consultants can be used to support the services from PusilKom and UGM. Some of the project funds earmarked for international experts should be allocated, if needed, to continue John Ashford's consultancy on a limited, but continuous basis.

33. Equipment Procurement. Several major equipment bids have been undertaken under the various Project components as follows:

Academic Staff Development and Priority Undergraduate Study Programs at 10 teacher training faculties (FKIPs) and 2 IKIPs (S2/S3 equipment and books estimated to cost US\$9.3 million):

Contracts have been signed following first bid and letters of credit opened. Delivery is expected by February 1992. The total contract value is about US\$4.8 million. A second LCB bid for leftover items estimated to cost US\$1.8 million is scheduled for the near future.

Educational Quality Inputs (equipment estimated to cost US\$1.88 million):

Of the printing plants at 26 institutions scheduled to receive maintenance assistance, only 10 received these funds. Leftover funds were then used to purchase printing equipment for 4 of these 10 printing plants. 29 of the 45 planned basic science laboratories received maintenance grants of about Rp75 to 100 million annually for three years. 15 of the 35 planned language laboratories received grants of Rp50 million annually for three years. These maintenance grants were only given to those facilities that were in the worst condition. No books were written as planned due to the difficulty of hiring writers although 100 books have been translated (with 8 of these published so far) and another 27 are being translated (out of 120 expected).

#### Support to Private Institutions (Growth Centers):

The equipment planned to be purchased under this Project for the nine Growth Centers has been postponed. Only the four currently under construction will be equipped and furnished during FY92/93 under Loan 3311-IND. Equipment and books for the remaining five will follow the evaluation of operations of the newly constructed four to take place under Loan 3311-IND. The four Growth Centers will be asked by the Central Project Implementation Unit (CPIU) to draw up equipment lists and specifications as construction of the Centers is nearing completion at three of the sites.

#### Facilities Upgrading and Campus Development:

Equipment for UI (estimated to cost US\$3.8 million) has been contracted (for a total cost of US\$3.6 million) with about 60% delivered and the rest expected by early next year. Equipment for the universities of Tadulako, Cenderawasih and Mataram and for IKIP Malang has been completely delivered.

#### Polytechnics:

22 polytechnic equipment contracts (for a total cost of about US\$16.3 million compared to an estimate of US\$19.0 million) were signed following ICB with almost all items now delivered to 11 polytechnics and the Polytechnic Education Development Center in Bandung. A substantial number of computers are being provided for the commercial programs.

#### Civil Works

34. Extensive civil works were undertaken under the Project at sixteen institutions including universities, Growth Centers and IKIPs. Most have been completed although one Growth Center, at Ujung Pandang, has not yet been started. Bids for its construction are currently being evaluated. The other three Growth Centers are from 45 to 95% complete with minor landscaping, drainage, parking, etc. still to be contracted.

#### Loan 3311-IND

#### Improvement of Quality and Efficiency

35. Academic Staff Development. Since April 1991, 168 candidates have started pre-departure language training and 57 candidates have departed for overseas S3 (PhD) study programs. A total of 55 candidates have departed for

overseas S2 (master's degrees) studies. It should be noted that the number of S3 fellows already far exceeds the SAR target for the 3-year project period (28 candidates) and includes study programs initiated under the first Project. The SAR target for the first year of the second Project is only 17 candidates.

36. The in-country S2 master's degree program is covering a total of 3,752 students (SAR target for 1991/92 - 3,325) including 2,411 programs initiated under the first Project. The equivalent figures for doctoral programs are 526 students including 378 initiated under the first Project (SAR targets - 454 and 380, respectively).

37. Support for University-Based Research. One major issue in the first and Second Higher Education Projects (first and second slices) is the improvement needed in teaching and research quality and relevance. This requires upgrading of both physical and human resources. Provision of classrooms, laboratories, new curricula, textbooks, libraries and equipment is essential, but the decisive factor is the training of higher education staff. A general strategy has been to provide them with research degrees (S2 and S3) through in-country and overseas programs, based on the assumption that research activities not only improve the knowledge base, but also provide incentives and the ability to constantly upgrade this knowledge. The improvement of research quality and increase of research activity in Indonesia are thus key elements in the human resources strategy.

38. The general strategy has been, with increasing emphasis from the first to the second slice, to provide research opportunities and incentives. The latter would be in the form of rewarding good research and discouraging poor research. In particular, if researchers must compete for funding for their research, both productivity and quality are likely to improve much faster than when funding is taken for granted. This is the basis for the small research grants scheme in the Research Director's office, which was increased and improved from the first to the second slice. It has developed considerably since the start and is now a major source also for research guidance and monitoring in Indonesia.

39. The number of applications for research support under the grant scheme has grown from 925 in 1988/89 to more than 2500 for 1992/93 (Table I).

Table I	1988/89	1989/90	1990/91	1991/92	1992/93
Applications received	925	1682	1876	2067	over 2500
Grants awarded	314	547	621	696	NA
Average size of grant (M Rps)	7.6	5.9	6.1	5.8	NA

40. On average, one-third of all applications come from the field of agriculture, and one fifth from education, reflecting the unusually large size of these fields in Indonesian universities. For 1991/92, the fields of medicine, natural science, and engineering combined only submitted a slightly larger number of applications than education alone, and they did not receive as many total grants. Increasing the research activities in science and

technology is a major task; in the second slice, there are special, earmarked grant funds for this purpose.

41. During the years 1988/89-1991/92, two universities (UGM and the Institute of Agriculture, Bogor [IPB]) submitted more than 500 proposals each, while 23 public universities submitted fewer than 100 each. However, partly due to course activities on research methodology, etc., in less active universities, and partly due to a feedback to unsuccessful applicants, the participation rate for these universities has increased in recent years. Also private universities now apply; in 1991/92, proposals were received from 62 private universities (6%). Only 15 of these received grants, but since unsuccessful applicants now are given detailed information on problem areas in the proposed research, the application is not a wasted effort. On the contrary, many highly appreciate this form of guidance.

42. The evaluation of proposals is based on strict quality criteria, with some provisions for weaker universities. It is performed by small groups of qualified and experienced researchers. Over the years, younger researchers have received a large share of the grants; university staff with only S1 degrees receive over one-third of the grants. Although 25% of public university staff are women, only 20% of the applicants are. Women also received 20% of the grants.

43. All successful applicants are required to write a final report and a research paper. These are the basis for an evaluation of the outcome of the project. For the years 1988/89-1990/91 over 60% of the completed projects were classified as good or very good, and only 7% as poor. By comparison, a similar evaluation of 295 research projects supported by local university funds was performed. Of these only 10% were classified as good, but 38% as poor, illustrating the effect of the competitive research procedures.

44. The demand for a proper research paper, describing the results of each funded research project, contributes greatly to scientific writing in Indonesia. All papers are reviewed and critical comments are submitted to the author. The authors of the 50% best papers are invited to a national seminar, held annually, where they have an opportunity to present their research to a qualified audience.

45. The publication of the research papers presents a major problem, since there is a lack of good, subject-specific research journals in Indonesia. After the research papers have been edited, they are initially published in (for 1990/91) 7 subject specific volumes. Some are also offered to journals with the potential of becoming national journals for specific subjects. In the second slice, such journals will be provided with funds to cover the costs of publishing the papers, in order to encourage and facilitate their transformation into national journals.

46. The issue of scientific publishing has now become of major importance. The cost/benefit ratio for investments in improvements of research journals in the country is likely to be much better than for any other investment in research. A possible way one might proceed, would be to establish a small office under the Director for Research, headed by an experienced research journal editor (possibly expatriate), who could help the development of a number of Indonesian journals into high quality national research journals for specific fields, providing both information on recent research and reviews for use by industry, agricultural extension workers, etc.

47. In addition to the development of national journals, which will facilitate the transition to international publishing, it is important that course activities on research methodology, proposal and scientific writing, etc., are further strengthened. A proposal for such activities under the second slice was recently turned down by the Ministry of Finance. It is unfortunate if such cost-effective, but inexpensive activities are delayed. Another delay was experienced in the payments of the small research grants for 1991/92, which hurt local research planning a great deal.

48. A major issue for the quality improvement of university teaching and research remains the low salaries in the public sector. In order to take full advantage of the large investments in buildings and equipment, it is important that researchers are relieved from second jobs, so that they can concentrate on their research. Presently, a very small amount in the research grants can be used to compensate for loss of income from second jobs by researchers who want to concentrate on their projects. This amount should be increased considerably in order to have the wanted effect.

49. University Library Development. Book and journal purchasing under the second slice will follow a different and more streamlined procedure from that under the first Project, necessary because of the large volume of materials to be bought. A total of US\$8 million worth of books and journals will be purchased under the Project, with about US\$6 million for books and US\$2 million for journals. Information has been sought from twelve large publishers who represent a substantial number of expected book titles, to identify their current local agent. In all cases, they appointed Scientific as the local agent. Titles to be purchased from these publishers are proposed to be ordered directly and shipped to Indonesia via Scientific, who will be responsible for all in-country handling. This procedure is expected to result in a large discount on the items bought. Based on current purchases, this will result in approximately 1/3 of all titles (estimated to cost about US\$2 million) being bought under this arrangement.

50. The remaining titles will be purchased through a service contract with a recognized book jobber. Currently, four international jobbers have been identified and requests for technical capabilities have been solicited and are being submitted now. These jobbers will also need to work through a local agent, to handle the in-country aspects of the purchase. With regard to the journals, a list of local agents who can provide these services has been identified and presented to the Minister for approval. If approved, UKKP will proceed with a request for technical capabilities from these vendors, including the special services to be handled. If none are able to do so, proposals from international vendors will be solicited. About 1,500 journal titles are expected to be purchased for a period of three years.

51. Issues and Recommendations - Acquisition of Books and Journals. The mission is concerned that the proposed book purchasing arrangements should result in the most advantageous service for Indonesian universities. One of the most useful services to be gained from a book jobber is the supply of cataloged records--in electronic or hard-copy form or both--together with the purchased books. This eliminates the need for UKKP to invest its time in cataloging all books into their union catalog. The proposed arrangement with Scientific, while possibly resulting in a lower discount for the books, does not seem to provide this service. It should also be noted that a sufficiently large discount with the publishers can only be obtained, if books are bought in large quantities at any one time.

52. The mission recommends that the contract signed with Scientific include a statement that these cataloging services will be provided as part of the purchasing service. The World Bank will need to review the request for tender document for both books and journals contracts, and the proposals selected by DGHE, prior to approval of the signing of the contracts.

#### Improvement of Fields of Study Reflecting Human Resource Needs

53. Basic Science. The basic sciences, including mathematics, form the foundation for many applied fields, such as engineering, medicine, agriculture, etc. Faculties of science only exist in one-third of the public universities in Indonesia, but instead of a fast expansion of the number of faculties, the first and, in particular, the second slice attempt to improve the quality of existing science departments. Under the first slice, this has been done through development of physical facilities, provision of equipment, books, library services, educational materials and improved maintenance. In addition, a large number of science faculty staff have taken part in in-country and overseas S2 and S3 programs. Many of these are now returning to their teaching and research activities, and the second slice will attempt to ensure that full advantage is taken of the earlier investments.

54. The staff development from the first slice is continuing in the second in such a way that no unnecessary interruptions of study programs occur. In addition, a considerable upgrading of teaching and research equipment in the science faculties will take place. In particular, postgraduate science and math degree programs will be strengthened in a limited number of departments in the country. Instrumentation and calibration centers will be established in eight locations, in order to ensure proper maintenance of the teaching and research equipment.

55. In order to coordinate and optimize the upgrading process, in particular the selection and purchase of equipment, a 13 member expert group has been formed, chaired by the Secretary of the Consortium for Science. The core of the group consists of two specialists in each of the fields of biology, chemistry, mathematics, and physics; one expert in each field is from the Institute of Technology, Bandung (ITB) and one is from UI. They have the additional task of determining local needs and at the same time advising local scientists on how upgrading of study programs can best take place. The group has been given space in the old UI campus. The discussions with local science departments have started, while the final location of the instrumentation and calibration centers have not yet been decided. It is important that the placement and equipment of these centers be coordinated with the IUC Centers for Information and Technical Services and with other similar centers on the individual campuses.

56. The expert group expects to have finished equipment lists by December 1991, and it is hoped that final delivery will take place around May 1993. It is important that a final adjustment of the specifications, especially for research equipment, is made possible if too long a time passes between initial specification and delivery, because of the fast development in the design of research equipment. Parallel with the work on equipment lists, the group has been active in planning related training activities. It is important that a new supervision of this component takes place before the tender, which is expected in May 1992.

57. Science Teacher Training. The special D3 program for training science teachers at leading science faculties (7 in Java and 2 in the Outer

Islands, at USU and UNHAS) outside the traditional teacher training institutions has greatly increased the number of science teachers. Based on one of the studies (number 3) under the first slice, it was decided that the still existing local shortage of science teachers in the Outer Islands did not require the production of D3 teachers in Java. Therefore the intake in the seven universities in Java was ended in 1991, with the last students under the program in Java graduating in 1993, whereas the program continues unchanged at the University of North Sumatra (USU) and UNHAS. The proposed increase in scholarships and compensation to host universities was not accepted by BAPPENAS (the National Development Planning Agency), and these amounts are still unchanged.

58. Science teacher training at the LPTKs (IKIPs and FKIPs) has been improved by the gradual introduction of a modernized curriculum with greater emphasis on the subject matter. The new curriculum was first introduced in all 10 IKIPs and 5 FKIPs in 1990/91, and in the remaining 15 FKIPs in 1991/92. It has been decided that any subject will now be taught by the main department for that subject (all math courses will be taught by the math department, etc.). In connection with the new curriculum, courses for selected staff, four from each subject at each IKIP and FKIP, are being held. The planned series of new textbooks, however, has not been written; it was not possible to find willing and qualified authors.

59. The monitoring of the progress with the new curriculum under the second slice is done by a nine-member expert group, consisting of one curriculum expert and two experts in each of the fields of biology, chemistry, mathematics, and physics. For each field, one expert comes from IKIP Bandung, the other from ITB.

60. As part of the strengthening of science teacher training, the less demanding D2 programs are now closed at the LPTKs, and the D3 programs are being decreased in volume.

61. Private Higher Education. A key aspect of the two Higher Education Development Projects is the private higher education institutions covering a huge and growing part of the sector. This subsector has considerable potential but at the moment the budgetary situation seems to be poor. This is doing harm to the quality and the reputation of the private institutions. The mission strongly recommends that the DGHE formulate a policy for the future development of this subsector. Accordingly, the study on a Strategy for the Development of Private Higher Education should be undertaken as soon as possible.

62. Support for Polytechnics. So far no funds under Loan 3311-IND have been released for the support of the polytechnics. According to the director of the PEDC the selection of fellows for overseas postgraduate studies has commenced. There is a strong wish on the part of the Polytechnic Education Development Center (PEDC) to develop a "sandwich model" building on cooperation between a local and an overseas university. In this model the fellows would earn credits at both universities and the final certificate would be issued and signed by both universities. The mission recommends that this type of arrangement be further developed. However, it is important to note that this should not imply that the demands for proficiency of students in foreign languages be reduced.

63. The accelerated two-year S1 program for teachers holding a D3 is well underway. At present 100 teachers are enrolled in this program which

exceeds the targets. The reason is that more applicants than expected have enrolled. All applicants who pass the admission test are accepted. The total target group is approximately 200-300 teachers. The mission was informed, however, that government funding for this program has been delayed for more than two months and urges the DGHE to look into this problem in order not to disturb the continuity of the training.

64. The polytechnic education system is in the process of consolidation and still receives support from Switzerland and Australia. It was noted that since the joint missions of the World Bank, Swiss Development Cooperation and Australia, all support has been coordinated and in line with the SAR and the recommendations made in the joint review mission reports. An example is a fellowship program designed to strengthen management of the polytechnics, supported by grants from Switzerland and Australia. The program includes one month training courses for directors and three months courses for planners at lower levels.

65. A start-up seminar for a comprehensive curriculum review has been held with representatives from the DGHE, the polytechnics and private and state owned industries and from other government departments including the Ministry of Industry. In the next phase, sub-groups will be formed covering the different fields of study and workshops will be held. The funding for this process is included in the budgets and under Loan 3311-Ind. Support will be provided by experts from Switzerland and Australia.

66. There seems to be an increasing awareness and appreciation in the Indonesian community of the polytechnic education system. Bandung had about 10,000 applicants for 500-600 student places in 1991 (a 50% increase since 1989), and all in the first generation of graduates from the polytechnic in Lhok Seumave have found relevant jobs, some even in Malaysia. The increasing number of applicants contributes substantially to the budgets of the polytechnics as a fee of Rp.25,000 is charged for the admissions test.

67. According to the SAR, adoption of a plan for the establishment of equipment maintenance and repair services, and an action plan and a training schedule for service personnel and instructors is a condition for disbursement of the loan for polytechnic equipment (exceeding US\$1.0 million for items urgently needed). In order to meet these conditions, an initial study has been carried out, financed by a grant from Switzerland. This has resulted in a schedule for implementation of the actions required including schemes for staff requirements and staff training. This training will be carried out as local training with assistance from Switzerland. According to the plan a pilot maintenance center will be established in Bandung and after a test period centers will be established at the remaining polytechnics. Experts will recommend on the type of maintenance and repair facilities that should be available at all polytechnics and which should be established at a centralized unit. The plans should be forwarded to the Bank in order to have loan funding for equipment released.

68. According to new government regulations, the polytechnics should become autonomous by 1993. The regulation is due to be implemented, and at present standard statutes for the independent polytechnics are being drafted. This step is very important and will provide further incentives for the polytechnics to engage in income generating activities. There is substantial potential for this kind of activity but the staff is young and without industrial experience. However, encouraging examples occur. At the ITB Polytechnic a number of experienced technicians from Garuda Indonesia are



being trained to be upgraded to D3 level. The training is being funded by Garuda on a contractual basis. In Ambon, the regional Department for Public Works has asked for assistance with some measuring tasks and special arrangements including a foundation have been established to cover the relationship.

69. Previous World Bank missions have recommended that the DGHE consider a restructuring of the polytechnic education system by the establishment of a new Directorate of Higher Technical Education (DHTE). This directorate could also be responsible for other third level diploma courses. The recommendations also included a proposal for a reconstruction of the PEDC. The decision to grant autonomy to the polytechnics makes it even more important to review the management structure of this education system. The mission strongly recommends that the DGHE take the necessary steps to have this issue discussed and dealt with.

70. Environmental Study Centers. There has been reasonable progress despite serious financial problems; the national management team has been nominated by DGHE and is already at work (although it has no budget)<sup>3</sup>; an adequate project office has been established at UI; all participating ESCs have submitted lists of books, materials and equipment to be considered for OECF financing; ESCs have submitted 158 research proposals to be considered for Bank financing and an evaluation team has been selected with decisions planned at the conclusion of meetings scheduled for November 18 - 21; a DIP covering FY91/92 research expenditures under the Bank loan has been fully approved; and the OECF loan was signed September 19, 1991, prior to the September 30 deadline agreed during negotiations of the Bank loan.

71. The main current problem is that funds are not yet available to begin implementation of the component. FY91/92 DIP funds have been approved for the Bank's financing share, but these are dedicated exclusively to carrying out research. (The DIP for the Bank's share does not need a Rupiah counterpart budget.) These funds cannot, for example, be used to pay for the Chief Technical Advisor, National Project Director, travel or other operational expenditures required to review the 158 research proposals that have already been submitted. Such expenditures are to be covered under the OECF's financing share and its Rupiah counterpart budget, but the FY91/92 DIP for this has not yet been approved. The Rupiah counterpart budget, in particular, is needed immediately to provide for operational expenditures if there is to be any significant further progress during FY91/92. The mission recommends immediate approval of the FY91/92 DIP, including both OECF and counterpart financing, by the Secretariat General and BAPPENAS.

72. According to Clause 4.02 of the Loan Agreement, the inability of OECF to provide for in-country training means that GOI must seek funding from other sources. OECF staff had hoped that their Sector Program Loan might be such a source, but Mr. Suyi confirmed to the mission that this would not be possible. Therefore the mission recommends that GOI should either provide for in-country training from its own budget, beginning with the FY92/93 DIP which should now be under preparation, or it should request a revision in the Bank

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<sup>3</sup> Dr. Muhammadi as National Project Manager, Dr. M. Suryani and Dr. Soeratno Partoatmodjo as Regional Technical Advisors, Mr. Ali Syamli Ibrahim as PIMPRO (Project Leader), and Ms. Nelly M. Oeloendeda as Project Administrator.

Loan Agreement to allow absorption of this cost from the in-country training category of Schedule 1 or from the unallocated amount.

73. It was agreed at negotiations that the rectors of the universities hosting project ESCs would adopt action plans satisfactory to the Bank by December 31, 1991, ensuring that: (i) the ESC will be incorporated as a constituent part of the university; (ii) full-time staff will be assigned to core positions in the ESC; and (iii) all ESC staff will receive full credit toward promotion for their activities (SAR, para. 3.19). The mission confirms that the project ESCs are already incorporated as constituent parts of their universities and that all have core staff allocated for a maximum of time permitted by university rules (most require regular faculty members to devote 25% of their time to classroom teaching in their parent faculty), with the twelve target ESCs having five or more core staff. The mission concludes that agreements (i) and (ii) have been met in substance, but recommends that both issues be raised in a letter from project management to the rectors requesting their confirmation of this understanding.

74. The issue of promotion criteria, raised in item (iii) above, is more complicated and less likely to have an early resolution. The key problem is that environmental science is not yet recognized as an academic discipline for which credit toward promotion can be given on the basis of research and publication achievements. At present the ESC Directors and university administrations can do no better than to encourage environmental staff to carry out research and to publish in their parent disciplines (e.g., biology, forestry, chemistry) alongside their broader environmental activities at the ESCs (e.g., watershed management and environmental impact assessment). The mission recommends that project management raise this issue in a letter to the rectors, urging them (a) to request that DGHE recognize environmental science as an academic discipline within a fixed time period, say two years, and (b) to work with their ESCs, university senates and DGHE to agree on appropriate promotional criteria during that same period.

75. Several other issues of lesser immediate importance were discussed with the mission:

- (a) United Nations volunteers (UNV). OECF financing can be used to provide for national and international travel for UNVs and, in principle, Bank financing can be used to provide for specific research expenditures. As yet, however, there is no identified source of funds for other UNV costs and the mission understands that the ESC Directors are not yet fully committed to recruiting UNVs even if financing is found. It was agreed that this issue would be considered again in three to six months.
- (b) Chief Technical Advisor (CTA). Recruitment of the expatriate CTA is not possible until a DIP for OECF's financing share is approved. Meanwhile, however, it was agreed that project management would (a) confirm availability of the preferred candidate, (b) identify at least one alternative candidate, (c) clear at least the preferred candidate with OECF, if that is required, and (d) prepare contract documents, pre-negotiate them with the candidate, and clear them informally with DGHE and BAPPENAS.
- (c) Short-term Advisors (STA). It was agreed that STA candidates would be identified by project management and the ESCs, but that none

would be engaged until all financing and administrative arrangements are in place.

- (d) Loan Implementation Instructions. It was agreed that project management would assist DGHE in preparing implementation instructions covering the Bank and OECF shares of the project, and that these be issued as soon as possible. These instructions would refer to model documents for research awards and all contracts to be issued by and for the ESCs.

Improvement of Planning, Management, and Project Implementation Capacity.

76. Studies and Evaluation. As a result of the experience gained under the first Project, DGHE engaged an expatriate consultant, Dr. Clark, to draft terms of reference for the studies included under the Second Project and agreed also to use him for about one staffyear for quality control of the studies. Selection of consultants to undertake the studies will be based on competitive bidding. Invitations to bid will be sent to short-listed firms and individuals selected from a long list. The long list was prepared by a three-member committee comprising well-known and highly respected Indonesian researchers. The Bank has received the draft terms of reference for the studies, the long and shortlists of consulting firms/individuals and the draft invitation to bid and bidding documents.

77. Project Management. The budget picture for the Second Project for FY91/92 has not brightened since the last review mission. Budget allocations still stand at about about 50% of the planned expenditures shown in the SAR and the Working Papers for the Project. It is doubtful, if the entire program planned for this FY could have been implemented in any case, as the Loan was not declared effective until June 21, 1991, and due to the peculiarities of the GOI's budget system, no funds to implement the Project could be spent prior to effectiveness even though these expenditures could be later reimbursed from the Loan, which by that time had, of course, been signed. Then although the initial deposit into the Project's special account was requested and made following effectiveness, another lengthy wait ensued before a letter dated October 22, 1991, was forwarded to the KPKN from the Ministry of Finance authorizing them to use the funds in the special account for the purposes of the Project. As the GOI contribution to the project costs is relatively small, this has meant that although first year activities have been thoroughly planned, funds to implement them have not been available until very recently. The CPIU is hopeful nevertheless, that the reduced plan activities will all be implemented before the end of the fiscal year on March 30, 1992.

78. The project budget request for FY92/93 is currently under preparation for submission to the Government early in 1992. Many of the activities scheduled for FY91/92 are expected to be made up next year. The Loan Agreement requires that the CPIU by December 31, 1991, prepare and furnish to the Bank, for its review and comments, a report on the implementation of the previous fiscal year's budget for the Borrower's higher education program, and a proposed budgetary allocation for the following fiscal year, and, thereafter, taking into account the Bank's comments, if any, make the required budgetary allocations for the carrying out of such program during the following fiscal year (Schedule 5, Clause 1.(b)). (A similar covenant also appears in the Loan Agreement for the first Project.) At negotiations, it was agreed that the report should cover the higher education expenditure program as a whole including the specific budgetary provision for the activities to be financed under the Project.

79. Therefore budgetary reports should be submitted by the due date, on the overall higher expenditure program plus on the proposed specific project allocations. It was agreed that part of the latter report would consist of the final project budget documents titled "Usulan Lembar Kerja" for both Projects which show in detail, the basis of the budget requests. (The mission would also like to remind the CPIU that the required audit reports for both Projects for FY90/91 are also due by December 31, 1991, and urges that all required steps be taken as soon as possible so that they can be submitted on time.)

80. The mission would also like to remind the CPIU of requirement that progress reports for both projects be prepared and submitted to the Bank semi-annually by April 30 and October 31 each year. These reports should indicate both project inputs and project outputs as outlined in the SARs. Information should also be included on how well the Action Plan for Higher Education is being met. A format for these reports was provided by a previous Bank mission and a copy will be forwarded upon the mission's return to the Bank. The next report covering the period from November 1, 1991, is due at the Bank by April 30, 1992, or shortly thereafter.

Action Plan for Higher Education

Current status:

Improvement of quality and efficiency:

- Raise status of university librarians and integrate private and public university libraries into a national network:

The status of university librarians has been raised from "administrative staff" equivalence to "teaching staff". The integration of private and public libraries into a national network is still under preparation. Under the first phase a national network within the public universities will be established.

- Implement recommendations of teacher training study:

Some recommendations of the teacher training study have been implemented.

Resource mobilization and finance:

- Prepare and disseminate information to the public on state university operating costs, government subsidies, and levels of student fees:

Has been conducted.

- Expand student loan scheme and extend it to private university students:

No progress.

- Stimulate new sources of funds/revenues for state universities and encourage well-established ones to self-finance some of their expenditures:

Now in the process of implementation, based on Government Regulation No. 30/1990.

Planning and management of higher education:

- Adjust rate of expansion of state university enrollments and study programs to annual availability of financial resources and qualified secondary school leavers:

Has been done, using "Memo Progress Koordinatif (MRK)"; the document contains DGHE policy for the following year, regarding intake, study programs, finance.

- Establish and operate an ongoing tracer system for graduates of institutions of higher education:  
  
Not for all graduates. Has been conducted for engineering in relation to progress in acceleration of Engineering Education (PPI).
- Prepare a strategy for the development of private higher education:  
  
It has been prepared, and documents have been forwarded to World Bank mission. Needs further revision.
- Professionalize university management by developing a functional stream of university manager, distinct from academic administration:  
  
Has been implemented.
- Operationalize the Management Information System in all state universities and KOPERTIS:  
  
Still being developed.
- Strengthen management capacity of university administrators:  
  
Has been done, but still to be improved.

Implementation:

- Monitoring team will prepare an annual report on implementation of all World Bank assisted DGHE projects  
  
Has been conducted.
- Joint annual DGHE/IBRD review of current and forthcoming year's expenditure program and implementation of action plan:  
  
Never conducted.
- A project implementation workshop will be held each year:  
  
Has been conducted.

---

Source: CPIU

12/26  
*Mr. Montague*  
*for info.*

The World Bank /

RESIDENT STAFF IN INDONESIA - P.O. Box 324/JKT, Jakarta 12940 Indonesia  
Phone: 5207316 • Fax: 5200438 • Cable: INTBAFRAD JAKARTA • Telex: IBRD IA 62141

December 17, 1991

Mr. Benyamin Parwoto  
Director General of Budget  
Department of Finance  
Jl. Lapangan Banteng Timur 2-4  
Jakarta

Dear Mr. Parwoto:

Loan 3311-IND (Higher Education II Project)

1. Further to Mr. Kim's letter dated June 17, 1991, we are pleased to inform you that the Bank has increased the threshold of contract values reimbursable against Statement of Expenditures (SOE) under reimbursement and/or Special Account procedures:

<u>Category</u>	<u>Description</u>	<u>SOE Threshold</u>
1	Civil Works	Below US\$200,000
2	Equipment, Books, Journal, Furniture, Instructional materials	Below US\$200,000
3	Overseas Training	Below US\$200,000
4	In-country Training	all SOE
5	Technical Assistance	Below US\$200,000
6	Research	Below US\$200,000
7	Project Management	all SOE

2. Hence, all documentation related to contracts valued below the above SOE thresholds would not be submitted to the Bank for no-objection, but has to be retained by the Project Implementing Units and made available for inspection by the Bank. Instead, we request them to submit the List of SOE contracts, on monthly basis, as in the attached form.

With best regards,

Yours sincerely,

*Ali Sabatius*  
Chief, Operations Staff  
Resident Staff in Indonesia

Attachment

cc.: Dr. O. Simbolon, Project Director HEDP II, MOEC  
Drs. Jannes Hutagalung, Director Dit. TUA  
Mr. Abubakar Karim, Bank Indonesia

bcc: Messrs. WRooskandar (RSI), MHYou (EA3PH), HKim (LOAAS)  
File: 3311-IND      Lo. : MI/Leg.      YPrasta/ul

*YPrasta*

FORM 2C  
LIST OF CONTRACTS TO BE REIMBURSED UNDER  
STATEMENT OF EXPENDITURES (SOEs)

Loan No. :

Project No.:

1	2	3	4	5	6
Loan Category	Item No.	Contract No. and Date	Contractor Name	Contract Description	Contract Value



3311-IND

You

The World Bank / RESIDENT STAFF IN INDONESIA - P.O. Box 324/JKT, Jakarta 12940 Indonesia  
Phone: 5207316 • Fax: 5200438 • Cable: INTBAFRAD JAKARTA • Telex: IBRD IA  
62141

FACSIMILE TRANSMITTAL FORM

DATE RECEIVED 12/17	CONTROL No. 548-Jac
RESPONSE DATE: 7-2-2009	
<input type="checkbox"/> CABLE <input type="checkbox"/> LETTER <input type="checkbox"/> MEMO	
COPIED TO: Rm. E 9029	

Date: December 17, 1991  
 No. of Page(s): 1 + 10  
 To: World Bank, Washington (Mr. Man He You, EA3PH, Rm. E 9029)  
 From: RSI Jakarta (Yogana Prasta) *YPrasta*  
 Fax Msg. No: 72209  
 Subject: 3311-IND (HEDP II): Accounts and Audits

As you know, the Bank wants a single consolidated audit report for the whole project. In this regard, we have tried to develop standard formats of project accounts acceptable to the PIUs, State Auditors (BPKP) and the Bank, so that such consolidation is practicable. So far we have introduced the agreed formats for two (2) AG's projects, i.e. Yogya Upland and ISSP II, whereas such introduction for the Population V is being discussed.

The project accounts are broken down by Project Component (Form A) and Expenditures Summary (Form B) in accordance with the SAR. The standard financial details to be covered include:

- Cumulative Expenditures to last FY (IBRD/GOI/Total)
- Budget Plan for this FY (Total)
- Actual Expenditures during the FY (IBRD/GOI/Total)
- Cumulative Expenditures to this FY (IBRD/GOI/Total)
- Unpaid contracts by end of this FY (Total)

Forms A-0 and B-0 represent the consolidated accounts, Forms A- and B- represent the accounts for each project component/subcomponent.

As for HEDP II (3311-IND), we would like to introduce the attached formats. We would appreciate any comments you may have before we discuss it with the CPIU and BPKP. In addition that the formats be utilized for audit purposes, we would suggest that the unaudited financial statements be reported to the Bank on semi-annual basis as part of the project progress report (ref. SAR para 3.39)

Regards,  
 Yogana *Y*

cc: Mr. WRooskandar (RSI)  
 Fil: 3311-IND (Disb.)  
 IO : KW/A-INT  
 YPrasta/st

UNCONSOLIDATED

ANNUAL PROJECT ACCOUNTS BY PROJECT COMPONENTS

FISCAL YEAR: 19\_\_\_ / 19\_\_\_

COMP CODE	PROJECT COMPONENT	ACTUAL CUMMULATIVE TO LAST FY				PLAN FOR THIS FY	ACTUAL FOR THIS FY				ACTUAL CUMMULATIVE TO THIS FY				UNPAID CON-TRACTS	
		IBRD(DP)	IBRD(SA)	GOI	TOTAL		IBRD(DP)	IBRD(SA)	GOI	Total	IBRD(DP)	IBRD(SA)	GOI	Total		
		US\$ & RP*	RP	RP	RP		RP	US\$ & RP*	RP	RP	RP	US\$ & RP*	RP	RP		RP
1	2	3	4	5	6=3+4+5	7	8	9	10	11=8+9+10	12=3+8	13=4+9	14=5+10	15=6+11	16	
A	QUALITY AND EFFICIENCY															
A1	Staff Development															
A2	Research															
A3	Inter-University Centers															
A4	Library Development															
B	SELECTED FIELD OF STUDY															
B1	Basic Science & Teacher Trg															
B2	Private Higher Education															
B3	Accelerated Engineering Edu															
B4	Polytechnic															
B5	Environmental Study Centers															
B6	Physical Facilities															
C	PLAN, MGMT & IMPL'TN. CAPACITY															
C1	Management Development															
C2	Mgmt. Information System															
C3	Studies & Evaluation															
C4	Project Management															
	TAXES AND DUTIES															
	TOTAL															

IBRD(DP): covers direct payment & special commitment, to be recorded based on withdrawal authorization in USDollar. (its conversion to RP equivalent is based on BI's middle exchange rate at payment date)

IBRD(SA): covers payments from special account, to be recorded based on SPM-LS(RK) and SPM-GU(SPJ) in RP.

F-2209-2

CONSOLIDATED

ANNUAL PROJECT EXPENDITURES SUMMARY ACCOUNT

FISCAL YEAR: 19\_\_\_ / 19\_\_\_

EXP. SUB. CODE	EXPENDITURES SUMMARY	ACTUAL CUMMULATIVE TO LAST FY				PLAN FOR THIS FY	ACTUAL FOR THIS FY				ACTUAL CUMMULATIVE TO THIS FY				UNPAID CONTRACTS	
		IBRD(DP)	IBRD(SA)	GOI	TOTAL		IBRD(DP)	IBRD(SA)	GOI	Total	IBRD(DP)	IBRD(SA)	GOI	Total		
		US\$ & RP*	RP	RP	RP		RP	US\$ & RP*	RP	RP	RP	US\$ & RP*	RP	RP		RP
1	2	3	4	5	6=3+4+5	7	8	9	10	11=8+9+10	12=3+8	13=4+9	14=5+10	15=6+11	16	
1	CIVIL WORKS															
11	EQUIPMENT															
111	BOOKS AND JOURNALS															
1V	FURNITURES															
V	OVERSEAS TRAINING															
VI	IN-COUNTRY TRAINING															
VII	PPI PROGRAM															
VIII	PROJECT SUPPORT (TA)															
IX	CAPACITY BUILDING (TA)															
X	POLICY DEVELOPMENT (TA)															
XI	RESEARCH															
XII	ADMINISTRATION & PROJECT MGMT															
XIII	RECURRENT COSTS															
XIV	TAXES AND DUTIES															
	TOTAL															

72209-3

BRD(DP): covers direct payment & special commitment, to be recorded based on withdrawal authorization in USDollar. (its conversion to RP equivalent is based on BI's middle exchange rate at payment date)

BRD(SA): covers payments from special account, to be recorded based on SPM-LS(RK) and SPM-GU(SP) in RP.

ANNUAL PROJECT ACCOUNTS BY PROJECT COMPONENTS

COMPONENT CODE/NAME :  
 JB-COMPONENT CODE/NAME :  
 REPORTING PROJECT AGENCY :  
 LOCATION/PROVINCE :

FISCAL YEAR: 19\_\_ / 19\_\_

COMP CODE	PROJECT COMPONENT	ACTUAL CUMMULATIVE TO LAST FY				PLAN FOR THIS FY	ACTUAL FOR THIS FY				ACTUAL CUMMULATIVE TO THIS FY				UNPAID CON-TRACTS
		IBRD(DP)	IBRD(SA)	GOI	TOTAL		IBRD(DP)	IBRD(SA)	GOI	Total	IBRD(DP)	IBRD(SA)	GOI	Total	
		US\$ & RP*	RP	RP	RP		RP	US\$ & RP*	RP	RP	RP	US\$ & RP*	RP	RP	
1	2	3	4	5	6=3+4+5	7	8	9	10	11=8+9+10	12=3+8	13=4+9	14=5+10	15=6+11	16
A	QUALITY AND EFFICIENCY														
A1	Staff Development														
A2	Research														
A3	Inter-University Centers														
A4	Library Development														
B	SELECTED FIELD OF STUDY														
B1	Basic Science & Teacher Trg														
B2	Private Higher Education														
B3	Accelerated Engineering Edu														
B4	Polytechnic														
B5	Environmental Study Centers														
B6	Physical Facilities														
C	PLAN, MGMT & IMPL'TN. CAPACITY														
C1	Management Development														
C2	Mgmt. Information System														
C3	Studies & Evaluation														
C4	Project Management														
	TAXES AND DUTIES														
	TOTAL														

IBRD(DP): covers direct payment & special commitment, to be recorded based on withdrawal authorization in USDollar. (its conversion to RP equivalent is based on BI's middle exchange rate at payment date)

IBRD(SA): covers payments from special account, to be recorded based on SPM-LS(RK) and SPM-GU(SPJ) in RP.

7-2209-4

IBRD LOAN 3392-IND (IRRIGATION SUB-SECTOR 1) (O&M) PROJECT

ANNUAL PROJECT EXPENDITURES SUMMARY ACCOUNT

COMPONENT CODE/NAME :  
 JB-COMPONENT CODE/NAME :  
 REPORTING PROJECT AGENCY :  
 LOCATION/PROVINCE :

FISCAL YEAR: 19\_\_ / 19\_\_

EXP. SUM. CODE	EXPENDITURES SUMMARY	ACTUAL CUMMULATIVE TO LAST FY				PLAN FOR THIS FY	ACTUAL FOR THIS FY				ACTUAL CUMMULATIVE TO THIS FY				UNPAID CONTRACTS
		IBRD(DP)	IBRD(SA)	GOI	TOTAL		IBRD(DP)	IBRD(SA)	GOI	Total	IBRD(DP)	IBRD(SA)	GOI	Total	
		US\$ & RP*	RP	RP	RP		RP	US\$ & RP*	RP	RP	RP	US\$ & RP*	RP	RP	
1	2	3	4	5	6=3+4+5	7	8	9	10	11=8+9+10	12=3+8	13=4+9	14=5+10	15=6+11	16
I	CIVIL WORKS														
II	EQUIPMENT														
III	BOOKS AND JOURNALS														
IV	FURNITURES														
V	OVERSEAS TRAINING														
VI	IN-COUNTRY TRAINING														
VII	PPI PROGRAM														
VIII	PROJECT SUPPORT (TA)														
IX	CAPACITY BUILDING (TA)														
X	POLICY DEVELOPMENT (TA)														
XI	RESEARCH														
XII	ADMINISTRATION & PROJECT MGMT														
XIII	RECURRENT COSTS														
XIV	TAXES AND DUTIES														
	TOTAL														

IBRD(DP): covers direct payment & special commitment, to be recorded based on withdrawal authorization in US Dollar. (its conversion to RP equivalent is based on BI's middle exchange rate at payment date)

IBRD(SA): covers payments from special account, to be recorded based on SPM-LS(RK) and SPM-GU(SPJ) in RP.

72209-5

PROJECT COMPONENT DESCRIPTIONS

72209-6

Breakdown of Project Components by Expenditures Summaries is shown in Table A/B Page 5 and Guidelines for Completion of Forms A and B is shown in Page 6.

A. Improvement of Quality and Efficiency

A1. Academic Staff Development

The project would finance an overseas and in-country staff development program for both degree and non-degree programs. Priority for both public and private university staff would be given to study programs in basic science, science education, and engineering for which a number of scholarships would be earmarked. Six months of training, including language, would be provided to candidates prior to departure for overseas studies.

A2. Support for University-Based Research

In addition to the grants, which contain small honoraria to help relieve researchers from second jobs, the project would finance the costs of: (a) proposal evaluation and selection; (b) monitoring of research progress; (c) national seminars to review and disseminate research findings; (d) review and publication of scientific articles resulting from research projects; and (e) workshops and other training to improve the quality of research in selected universities. In connection with the dissemination activities, support would be given to the development of local journals into national research journals for specific subjects.

A3. Support for Inter-University Centers

The project would provide assistance to the IUCs to finance maintenance of the large amount of sophisticated equipment purchased under SUDP, as well as a scaled down continuation of the overseas non-degree and visiting scholar programs.

A4. University Library Development

The component would continue Bank assistance for the development and implementation of a national university library network. The project would finance the acquisition of general library materials, books, journals, reports and information sources in automated or CD-ROM format for all public university libraries in the network. As part of the university library development, selected university library staff would be trained overseas and in-country. In addition, university library staff would be given two months of training in library computer use. The project would also provide assistance to university libraries through one-month visits by library computer experts.

B. Improvement of Fields of Study Reflecting Human Resource Needs

B1. Basic Science and Science Teacher Education.

F-2205-7

The project would upgrade natural science and mathematics education in the 15 public universities where science faculties exist. Teaching laboratories in all departments would be upgraded to an agreed national standard by supplying teaching equipment. In order to ensure proper maintenance of equipment, instrumentation and calibration centers would be established. The upgrading would be supported by international expert assistance, and would, over the project period. Science teacher training at the 10 IKIPs and 20 University Facilities of Education (FKIPs) would receive support through continued curriculum development and production of textbooks and basic science teaching modules.

B2. Development of Private Higher Education

The project would make the four science and technology centers operative by providing equipment for basic science, computer and language laboratories, funding for installation and operation of the laboratory equipment, as well as furniture, books, journals and consumables. The project would finance 10 staff-years of administrative staff training and 150 staff-years of short-term laboratory technician training. The component would include a comprehensive study of private university development strategy and the possible private sector contribution to the alleviation of technical personnel shortages.

B3. Accelerated Engineering Education

The PPI program in chemical, electrical, electronic, and mechanical engineering would be continued to alleviate acute shortages of engineers in industry, particularly in manufacturing. The proposed component would finance attendance by lecturers at seminars, costs of more frequent final examinations, and increased supplies of duplicated study materials, handouts, and laboratory equipment. In addition, it would finance honoraria for university engineering staff in the selected disciplines for meeting more frequently with students, especially to provide guidance for students working on their senior year projects.

B4. Support for Polytechnics

The project would provide further assistance to polytechnics with increased emphasis on management, quality of instruction, and equipment maintenance. Management would be improved through a series of seminars conducted by local and international specialists.

# 2209-8

by visits to advanced overseas polytechnics, and through a feasibility study of a polytechnic MIS as a part of the DGHE MIS. The quality of instruction would be improved by a staff upgrading program comprising of overseas postgraduate studies, enrollment of instructors in bachelor's degree programs at local universities, and short in-country retraining courses for instructors. Equipment maintenance and repair would be emphasized through provision of services by international equipment specialists. In addition, the project would include curriculum development, production of course notes and teaching aids, laboratory and workshop equipment, furniture, books, and housing for polytechnic staff in remote areas.

B5. Environmental Study Centers

The project component would provide funds for management training, staff development, research, equipment, some minor civil works, books, journals and reference materials, and TA. The TA would consist of four full-time international experts in environmental planning and management, who would work with the DGHE during the project period. Some support for staff development and research would also be made available.

B6. Selected Physical Facilities

The project would enable the University of Andalas (UNAND) and the University of Gadjah Mada (UGM) to continue the construction of their campuses as described in their master plans. The project would include an additional building for the faculty of agriculture and an auditorium at UNAND, and an auditorium, buildings for basic science, and the completion of the engineering faculty facilities at UGM. The project would also include pre-medical facilities at the University of Lambung Mangkurat (UNLAM) in Banjarmasin, financing the costs of design, site development and construction, and furniture.

C. Improvement of Planning, Management, and Project Implementation Capacity

C1. Management Development of Public Higher Education Institutions

The project component would finance preparation and management of the training programs and honoraria for the twelve consortia. These are advisory committees under the DGHE, each covering an area of university activities, and will assist in the planning of project activities.



C2. Development of Management Information System

72209-9

The proposed component would continue the assistance in the development of a MIS in the DGHE and the universities. Both the Higher Education Monitoring and Evaluation System (SIMES) and the newly developed National Information System and Network (SINAS) would receive support in the form of computing equipment and funds for further development of software, establishment of a data base, training workshops, and improved information flow between the DGHE and the universities.

C3. Studies and Evaluation

The DGHE would organize five major studies and evaluation focus on: (a) the labor market for university graduates; (b) private higher education development policy and strategy; (c) an evaluation of the effectiveness of the overseas and in-country fellowship programs; (d) higher education costs and financing; and (e) preparation of the next time-slice for a higher education loan. The project would provide funds for local and foreign expert services to conduct the studies.

C4. Project Management

The CPIU was established to coordinate the implementation of HEDP I. The project would provide funds for full-time domestic consultants who would organize and conduct national project meetings, supervise and advise local project units on site and carry out correspondence. The funds would also permit the DGHE to pay honoraria (at GOI approved rates) to the CPIU Project Director and his four senior staff members.

## DETAILS OF EXPENDITURES SUMMARY BY PROJECT COMPONENT

COMPONENT CODE	EXPENDITURES SUMMARY PROJECT COMPONENT	CIVIL WORKS	EQUIPMENT	BOOKS, JOURNALS INSTR. MAT	FURNITURE	OVERSEAS TRAINING	IN-COUNTRY TRAINING	TRAINING PPI PROGRAM	TA PROJECT SUPPORT	TA CAPACITY BUILDING	TA POLICY DEV'TMENT	RESEARCH	PROJECT ADMIN. & NGMT.	ORR RECURRENT COSTS	TAXES AND DUTIES
		(Cat.1)	(Cat.2)	(Cat.2)	(Cat.2)	(Cat.3)	(Cat.4)	(Cat.4)	(Cat.5)	(Cat.5)	(Cat.5)	(Cat.6)	(Cat.7)	(Cat.7)	XIII
V	EXPD. SUM. CODE -->	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV
A	QUALITY AND EFFICIENCY														
A1	Staff Development	---	---	---	---	YES	YES	---	---	---	---	---	---	YES	YES
A2	Research	---	---	---	---	---	---	---	YES	---	---	YES	---	YES	YES
A3	Inter-University Centers	---	---	---	---	YES	---	---	---	YES	---	---	YES	---	YES
A4	Library Development	YES	YES	YES	---	YES	YES	---	YES	YES	---	---	YES	YES	YES
B	SELECTED FIELD OF STUDY														
B1	Basic Science & Teacher Trng.	---	YES	YES	---	YES	YES	---	YES	---	---	---	YES	YES	YES
B2	Private Higher Education	---	YES	YES	YES	---	YES	---	YES	---	---	---	YES	---	YES
B3	Accelerated Engineering Educ.	---	---	---	---	---	---	YES	---	---	---	---	---	YES	YES
B4	Polytechnic	YES	YES	YES	YES	YES	YES	---	YES	YES	---	---	YES	---	YES
B5	Environmental Study Centers	YES	YES	YES	---	YES	YES	---	YES	YES	---	YES	YES	---	YES
B6	Physical Facilities	YES	---	---	YES	---	---	---	---	---	---	---	---	---	YES
C	PLAN, MGMT & IMPL'TN. CAPACITY														
C1	Management Development	---	---	---	---	---	YES	---	---	YES	---	---	YES	---	YES
C2	Mgmt. Information System	YES	YES	---	---	---	YES	---	YES	---	---	---	YES	---	YES
C3	Studies & Evaluation	---	---	---	---	---	---	---	YES	YES	---	---	---	---	YES
C4	Project Management Unit	---	---	---	---	---	---	---	---	---	---	---	YES	---	YES

F-2209-10

Annex 1  
Page 5

Guidelines for  
Completion of Forms A and B

# 2209-11

- Component Code (1) : Project Component coding as defined in Table A/B.
- Expenditures Summary Code (1) : Project Expenditures Summary coding as defined in Table A/B.
- Project Component (2) : Project Components as defined in the Staff Appraisal Report (SAR) of the project/loan.
- Expenditures Summary (2) : Expenditures summary as defined in the Staff Appraisal Report (SAR) of the project/loan.
- Disbursement Category (2) : IBRD disbursement category as stipulated in the loan agreement.
- Actual Cumulative to Last FY (3/4/5/6) : Cumulative expenditures incurred since the beginning of the project/loan until the end of last fiscal year.
- Plan for The FY (7) : Budget plan for this fiscal year, including unspent budgets for the previous years carried over to this fiscal year, for both GOI and IBRD portions.
- Actual for This FY (8/9/10/11) : Actual expenditures incurred during the fiscal year against this fiscal year and previous years budget plans.
- Actual Cumulative to This FY (12/13/14/15) : Cumulative expenditures incurred since the beginning of the project/loan until this fiscal year.
- Unpaid Contracts (16) : Balance of unpaid contracts by end of this FY, for both GOI and IBRD portions.
- IBRD (DP) (3/8/12) : Expenditures incurred for IBRD portion under direct payment and special commitment procedures. To be recorded based on withdrawal authorization in USDollar, and converted to Rupiah equivalent based on BI's middle exchange rates at the payment dates.
- IBRD (SA) (4/9/13) : Expenditures incurred for IBRD portion under Special Account procedures. To be recorded in Rupiah, based on SPM-LS (RK), and SPM-GU (RK) based on SPJ.
- GOI (5/10/14) : Expenditures incurred for GOI portions (murni and/or counterpart funds). To be recorded in Rupiah, based on SPM-LS and SPM-GU (SPJ).



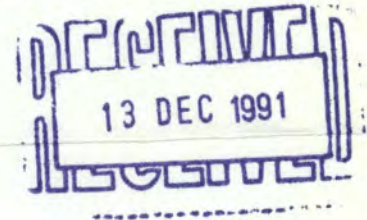
in 3311-IND

**DIREKTORAT JENDERAL PENDIDIKAN TINGGI, DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN**  
**PROYEK PENGEMBANGAN PERGURUAN TINGGI BANTUAN LUAR NEGERI (P3T-BLN)**  
**IBRD LOAN NO. 2944-IND DAN NO. 3311-IND**  
DIPDIKBUD Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
Telp. 584565, 5707243 - Tromol Pos 3705 Jkt. 10002 Fax. 584565

Ref.: 4660/1291/CPIU/STD

December 13, 1991

Mr. Clifford Gilpin  
Chief, Population and Human Resource Division  
Country Department V, Asia Region  
World Bank  
Washington DC  
Through RSI Jakarta



Re : Request for approval of funding for  
contract research through the HEDP  
(IBRD Loan No.: 3311-IND)

*To Mr. May He Yan (H/O) by hand,  
for bank approval.*

Dear Mr. Gilpin,

*\$2.05 m*  
*DOC. # FS9.907*

Attached we submit to you summaries of Contract Research 1991/1992 totalling Rp.4.010.897.750,- resulting from proposals of 61 Public and Private Universities. We hereby request for your approval and hope that we could receive the No Objection Letter for funding by the HEDP (IBRD Loan No.: 3311-IND.).

We thank you for your kind attention and wish you our best regards.

Sincerely yours,

*[Signature]*  
Dr. O. Simbolon  
-----  
Project Director



DATE RECEIVED	CONTROL No.
1/2/92	572-IND
RESPONSE DATE:	
<input type="checkbox"/> CABLE <input type="checkbox"/> LETTER <input type="checkbox"/> MEMO	
COPIED TO:	
RM/Files	

cc.: 1. Ms. Rosany Dean, RSI, Jakarta  
2. Mr. W. Rooskandar, RSI, Jakarta

c. surat-11/studi 2

Ln 3311-Ind



**DIREKTORAT JENDERAL PENDIDIKAN TINGGI, DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN**  
**PROYEK PENGEMBANGAN PERGURUAN TINGGI BANTUAN LUAR NEGERI (P3T-BLN)**  
**IBRD LOAN : NO. 2944-IND DAN NO. 3311-IND**  
DEPDIKBUD Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
Telp. 584565, 5707243 - Tromol Pos 3705 Jkt. 10002 Fax. 584565

Ref. No.: 4651/1291/CPIU/STD

December 06, 1991

Dr. Man He You  
World Bank  
Washington DC  
USA

Re : Higher Education Policy Studies TORs  
for the World Bank's approval

Docs #s **F59.638**  
**F59.639**  
**F59.640**

Dear Dr. You,

As requested through Miss Mayling Oey Gardiner, five sets of corrected Terms of References for the Higher Education Policy Studies under the World Bank Loan No.: 3311-IND. are hereby appended. Results of discussion with the consultant and the Coordination Team have been incorporated in the new drafts.

Thank you for your attention and we hope to hear from you in the near future.

Yours sincerely

Dr. O. Simbolon  
-----  
Project Director

c.surat-7/std-2

RECEIVED  
31 DEC 18 1991  
INCOMING MAIL UNIT

RECEIVED  
91 DEC 18 AM 10:10  
INCOMING MAIL UNIT

5-btst-1-2-7-2

Project Director

Dr. O. Stimpson

Yours sincerely,

the near future.

Thank you for your attention and we hope to hear from you in the near future. The coordination team have been incorporated in the new drafts. Appended results of discussion with the consultant and the studies under the World Bank loan no. 3311-IND are hereby collected terms of references for the Higher Education Policy as requested through wise mailing only attached. Five sets of

Dear Dr. You,

Dear Sir

E22P40  
E22P32  
E22P38

for the World Bank's approval  
Re: Higher Education Policy Studies TORs

USA  
Washington DC  
World Bank  
Dr. Man He You

Ref. no.: HEST/1521/CB11/210

December 08, 1991



Telp: 284202' 2101543 - Faksimil: 284202' 10002 Fax: 284202  
11, Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
DEPTIKBUD Gedung C, Lantai 18  
IBRD GOVI : NO. 3311-IND DAN NO. 3311-IND  
BROKEL BEISEMBAYAN BEKONONAN LISISI BAYILUVAI GUVB NESEBI (E31-BGI)  
DIREKTORAT JENDEKAT BEINDIDIKAN LISISI DEYAVLEMEI BEINDIDIKAN DAN KEBUDYAYAAN

70 3311-IND

FORM 384C - Consultant Data Input Form

Project ID: 4INSPA240 Name: HIGHER EDUCATION II Dept/Div: 25850  
 Task Manager Name: MONTAGUE  
 Extension:

FUNDING

Loan/Credit Number: L33110

CONSULTANT DATA

MIS Tender Number : 10  
 MIS Contract Number : 10  
 Brief Title of Services: FELLOWSHIP ADMINISTRATION  
 Type of Action : 0 ('O' riginal, 'R' evised, 'C' ancel, 'A' ddendum)  
 Implementing agency : MINISTRY OF EDUCATION AND CULTURE  
 Borrower Tender No :  
 Borrower Contract No : NF.1872-I/0192/CPIU/SP  
 Type Of Assignment : CTR If 'COC' Specify:  
 Type Of Selection : SS SL-Short List, SS-Sole Source  
 Short List, Prepared By:  
 Date Short List/Sole Source Decision Approved:  
 Disbursement category : 3  
 Type Of Contract : TB If 'OT' Specify :  
 (TB-Time Based, LS-Lump-Sum, OT-Other)  
 Price Considered (y,n): Budget Indicated In LOI (y,n):  
 Consultant Budget : 0

Date Of Proposal Submission : 11/25/91 Contract Received : 05/20/92  
 Approval Date of Selected Firm : 12/05/91  
 Contract Signature : 01/29/92  
 Cofinancing Agency (If Any) : % Cofinanced:  
 1. %  
 2. %  
 3. %

Optional:  
 Price Escalation Clause ? N (y,n) Contract Under Arbitration ? N (y,n)  
 Comments:

FIRMS CONSIDERED

No.	Consulting Firms Considered	Ctry Code	Rank	Enter 'Y' If Selected
1	BRITISH COUNCIL	1UKG	1	Y
2				
3				
4				
5				
6				
7				
8				
9				

Note: For joint ventures: Enter data for all partners; If significant subcontracting, enter data for same.

CURRENCY DATA

Contract Signature (MMDDYY): 01/29/92

No.	Payment Currency Country Code	Amount In Payment Currency	% Eligible For Disbursement
1	1UKG	266,602	100
2			
3			
4			
5			
6			
7			
8			
9			

December 2, 1991

Dr. O. Simbolon  
Project Director, Ln. 3311-IND  
Second Higher Education Development Project  
Departemen P & K, Gedung C, Lantai 18  
Jl. Jend. Sudirman, Senayan  
Jakarta Selatan

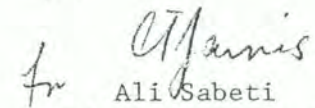
Dear Dr. Simbolon:

Re: Loan 3311-IND (Second Higher Education Development Project)

1. We acknowledge receipt of your letter No. 1751/1191/CPIU/FEL dated November 25, 1991 proposing WUSC (World University Services of Canada) for management of overseas training program leading for master of 22 students and 10 students for doctoral degree in Canada.
2. We have reviewed and have no objection to the proposed appointment of the WUSC at the cost of CAD 1,792,000 (One million seven hundred and ninety two thousand Canadian dollars) for duration of two years for master program and three years for doctorate program.
3. Please send us the signed contract (in two copies), so that we can issue our no objection for disbursement of expenditures under this contract.

With best regards,

Yours sincerely,

  
for Ali Sabeti  
Chief, Operations Staff  
Resident Staff in Indonesia

sw & bcc: Messrs. Man He You, Gilpin (AS5PH)  
bcc: M/M. Gilpin (AS5PH), Kim (LOAAS), Deen/Prasta/Rooskandar (RSI)

File: Ln. 3311-IND  
Rooskandar/sw



December 2, 1991

Dr. O. Simbolon  
Project Director, Ln. 3311-IND  
Second Higher Education Development Project  
Departemen P & K, Gedung C, Lantai 18  
Jl. Jend. Sudirman, Senayan  
Jakarta Selatan

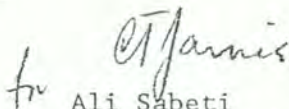
Dear Dr. Simbolon:

Re: Loan 3311-IND (Second Higher Education Development Project)

1. We acknowledge receipt of your letter No. 1753/1191/CPIU/FEL dated November 25, 1991 proposing DIS (Denmark's International Study Program) for management of overseas training program leading for master of 5 students in Denmark.
2. We have reviewed and have no objection to the proposed appointment of the DIS at the cost of DKK 1,403,320 (One million four hundred and three thousand three hundred and twenty Danish Kroner) during the period of September 30, 1991 through September 30, 1993.
3. Please send us the signed contract (in two copies), so that we can issue our no objection for disbursement of expenditures under this contract.

With best regards,

Yours sincerely,

  
for Ali Sabeti  
Chief, Operations Staff  
Resident Staff in Indonesia

cc & bcc: Messrs. Man He You, Gilpin (AS5PH)  
bcc: M/M. Gilpin (AS5PH), Kim (LOAAS), Deen/Prastā/Rooskandar (RSI)

File: Ln. 3311-IND  
Rooskandar/sw

FORM 384C - Consultant Data Input Form

Project ID: 4INSPA240 Name: HIGHER EDUCATION II Dept/Div: 25850  
 Task Manager Name: MONTAGUE  
 Extension:

FUNDING

Loan/Credit Number: L33110

CONSULTANT DATA

MIS Tender Number : 6  
 MIS Contract Number : 6  
 Brief Title of Services: FELLOWSHIP ADMINISTRATION  
 Type of Action : 0 ('O'riginal, 'R'evised, 'C'ancel, 'A'ddendum)  
 Implementing agency : MINISTRY OF EDUCATION AND CULTURE  
 Borrower Tender No :  
 Borrower Contract No : NF.1864-I/0192/CPIU/SP  
 Type Of Assignment : CTR If 'COC' Specify:  
 Type Of Selection : SS SL-Short List, SS-Sole Source  
 Short List, Prepared By:  
 Date Short List/Sole Source Decision Approved:  
 Disbursement category : 3  
 Type Of Contract : TB If 'OT' Specify :  
 (TB-Time Based, LS-Lump-Sum, OT-Other)  
 Price Considered (y,n) : Budget Indicated In LOI (y,n):  
 Consultant Budget : 0

(MMDDYY) (MMDDYY)  
 Date Of Proposal Submission : 11/25/91 Contract Received : 05/20/92  
 Approval Date of Selected Firm : 12/02/91  
 Contract Signature : 01/21/92  
 Cofinancing Agency (If Any) % Cofinanced:  
 1.  
 2.  
 3.

Optional:  
 Price Escalation Clause ? N (y,n) Contract Under Arbitration ? N (y,n)  
 Comments:

FIRMS CONSIDERED

No.	Consulting Firms Considered	Ctry Code	Rank	Enter 'Y' If Selected
1	DENMARK INTERNATIONAL STUDY PROGRAM-DIS	1DEN	1	Y
2				
3				
4				
5				
6				
7				
8				
9				

Note: For joint ventures: Enter data for all partners; If significant subcontracting, enter data for same.

CURRENCY DATA

Contract Signature (MMDDYY): 01/21/92

No.	Payment Currency Country Code	Amount In Payment Currency	% Eligible For Disbursement
1	1DEN	1,403,320	100
2			
3			
4			
5			
6			
7			
8			
9			

December 2, 1991

Dr. O. Simbolon  
Project Director, Ln. 3311-IND  
Second Higher Education Development Project  
Departemen P & K, Gedung C, Lantai 18  
Jl. Jend. Sudirman, Senayan  
Jakarta Selatan

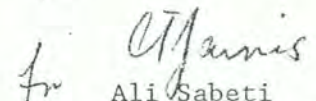
Dear Dr. Simbolon:

Re: Loan 3311-IND (Second Higher Education Development Project)

1. We acknowledge receipt of your letter No. 1751/1191/CPIU/FEL dated November 25, 1991 proposing WUSC (World University Services of Canada) for management of overseas training program leading for master of 22 students and 10 students for doctoral degree in Canada.
2. We have reviewed and have no objection to the proposed appointment of the WUSC at the cost of CAD 1,792,000 (One million seven hundred and ninety two thousand Canadian dollars) for duration of two years for master program and three years for doctorate program.
3. Please send us the signed contract (in two copies), so that we can issue our no objection for disbursement of expenditures under this contract.

With best regards,

Yours sincerely,

  
for Ali Sabeti  
Chief, Operations Staff  
Resident Staff in Indonesia

sw & bcc: Messrs. Man He You, Gilpin (AS5PH)  
bcc: M/M. Gilpin (AS5PH), Kim (LOAAS), Deen/Prasta/Rooskandar (RSI)

File: Ln. 3311-IND  
Rooskandar/sw

FORM 384C - Consultant Data Input Form

Project ID: 4INSPA240 Name: HIGHER EDUCATION II Dept/Div: 25850  
 Task Manager Name: MONTAGUE  
 Extension:

FUNDING

Loan/Credit Number: L33110

CONSULTANT DATA

MIS Tender Number : 8  
 MIS Contract Number : 8  
 Brief Title of Services: FELLOWSHIP ADMINISTRATION  
 Type of Action : 0 ('O'original, 'R'evised, 'C'ancel, 'A'ddendum)  
 Implementing agency : MINISTRY OF EDUCATION AND CULTURE  
 Borrower Tender No :  
 Borrower Contract No : NF.1795/1291/CPIU/SP  
 Type Of Assignment : CTR If 'COC' Specify:  
 Type Of Selection : SS SL-Short List, SS-Sole Source  
 Short List, Prepared By:  
 Date Short List/Sole Source Decision Approved:  
 Disbursement category : 3  
 Type Of Contract : TB If 'OT' Specify :  
 (TB-Time Based, LS-Lump-Sum, OT-Other)  
 Price Considered (y,n): Budget Indicated In LOI (y,n):  
 Consultant Budget : 0

	(MMDDYY)		(MMDDYY)
Date Of Proposal Submission	: 11/25/91	Contract Received	: 05/20/92
Approval Date of Selected Firm	: 12/02/91		
Contract Signature	: 12/18/91		
Cofinancing Agency (If Any)		% Cofinanced:	
1.		0.0000	
2.			
3.			

Optional:  
 Price Escalation Clause ? N (y,n) Contract Under Arbitration ? N (y,n)  
 Comments:

FIRMS CONSIDERED

No.	Consulting Firms Considered	Ctry Code	Rank	Enter 'Y' If Selected
1	WORLD UNIVERSITY SERVICES OF CANADA	1CAN	1	Y
2				
3				
4				
5				
6				
7				
8				
9				

Note: For joint ventures: Enter data for all partners; If significant subcontracting, enter data for same.

CURRENCY DATA

Contract Signature (MMDDYY): 12/18/91

No.	Payment Currency Country Code	Amount In Payment Currency	% Eligible For Disbursement
1	1CAN	1,792,000	100
2			
3			
4			
5			
6			
7			
8			
9			



**DIREKTORAT JENDERAL PENDIDIKAN TINGGI, DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN**  
**PROYEK PENGEMBANGAN PERGURUAN TINGGI BANTUAN LUAR NEGERI (P3T-BLN)**  
**IBRD LOAN : NO. 2944-IND DAN NO. 3311-IND**  
DEPDIKBUD Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
Telp. 584565, 5707243 - Tromol Pos 3705 Jkt. 10002 Fax. 584565

Ref. :NF. 1759 /1191/CPIU/FEL

November 27, 1991

Mr. Clifford Gilpin  
Chief Population and Human Resource Division  
Country Department V, Asia Region  
World Bank  
Washington DC  
Through RSI Jakarta

*To Mr. Man He Yan (HR)  
by punch, for bank ap-  
proval - Dec 4, 91*

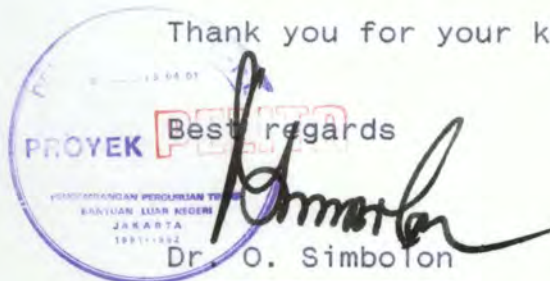


Re: Second Higher Education Development Project  
IBRD Loan 3311-IND

In year 1992 we would like to send 18 students to Victoria College in Australia to attend training in the field of translator and interpreter. The program is from January to December 1992. To manage the program, we would like to appoint Victoria College as consultant.

We would like to ask your approval for this appointed, so we could make negotiation about the cost.

Thank you for your kind attention and cooperation



Project Director

cc. 1.Mr. Rozany Deen, RSI Jakarta  
2.Mr.W.Rooskandar, RSI Jakarta

gilfin/srt-30



DIREKTORAT JENDERAL PENDIDIKAN TINGGI, DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN  
PROYEK PENGEMBANGAN PERGURUAN TINGGI BANTUAN LUAR NEGERI (P3T-BLN)  
IBRD LOAN : NO. 2944-IND DAN NO. 3311-IND  
DEPDIBUD Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
Telp. 584565, 5707243 - Tromol Pos 3705 Jkt. 10002 Fax. 584565

Ref. NF.1753/1191/CPIU/FEL

November 25, 1991

Mr. Clifford Gilpin  
Chief Population and Human Resources Division  
Country Department V, Asia Region  
World Bank  
Washington DC  
Through RSI Jakarta

*To Mr. Man He You (HO)  
by punch, for bank file  
Dec. 5, 91*



Re : Second Higher Education Development Project,  
IBRD Loan 3311-IND

Dear Mr. Gilpin,

Based on your letter dated August 27, 1991 please be informed that we have made negotiation with Denmark's International Study Program (DIS) for management of overseas training program leading to master of 5 students. As the result of negotiation we have agreed the cost of Danish KK. 1,403.320 ( One million four hundred three thousand three hundred twenty Danish Kroner) for duration of 2 year in Denmark. Please find enclosed the break down of the cost.

We request and look forward to your approval at your convenient time.

Thank you for your kind attention and cooperation.

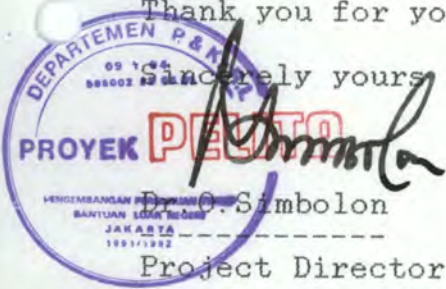
Sincerely yours

*[Signature]*  
D. Simbolon

Project Director

- cc- 1. Ms. Rozany Dean, RSI Jakarta  
2. Mr. W. Rooskandar, RSI Jakarta.

SRT31/cliford



BREAKDOWN OF THE COST OF 5 STUDENTS MANAGED BY  
DIS IN DENMARK

Schedule of Costs

Master of Engineering Sciences at the Technical University of Denmark.

Cost per fellow in Danish Kroner.  
In 1991 prices.

	Year 1 (Sept. 30, 1991- Sept. 30, 1992)	Year 2 (Oct. 1, 1992- Sept. 30, 1993)	Total
1. Tuition fee	82,700	82,700	165,400
2. Bench fees, field research	28,100	28,100	56,200
3. Living allowance (5,300 per month)	63,600	63,600	127,200
4. Book allowance	3,100	3,100	6,200
5. Insurance	550	550	1,100
6. Arrival allowance	2,650	-	2,650
7. Departure allowance	-	2,650	2,650
8. Special programming	3,900	3,900	7,800
9. Research allowance	-	5,150	5,150
10. Thesis allowance	-	1,850	1,850
11. International travel	11,000	11,000	22,000
12. Administrative and management costs	13,000	13,000	26,000
13. Contingencies (4% of items 1-10)	-	7,664	7,664
<hr/>			
Subtotal	208,600	223,264	431,864
Less Danida grant	-75,600	-75,600	-151,200
<hr/>			
Net total	133,000 =====	147,664 =====	280,664 =====

} 2.8%

TOTAL Cost for 5 Fellows = 5 x 280,664 = 1,403,320.-

**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTBAFRAD

1818 H Street, N.W.

(202) 477-1234

Washington, D.C. 20433 Cable Address:

August 27, 1991

Dr. O. Simbolon  
Project Director for CPIU  
Depdikbud Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan  
Jakarta, Indonesia

**RECEIVED**

Date: 03 SEP 1991  
3922.

Dear Dr. Simbolon:

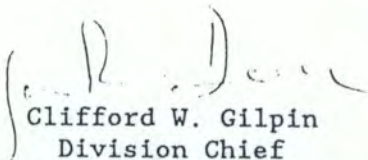
Re: Second Higher Education Development Project, Ln. 3311 - IND

1. We acknowledge receipt of your letter No. NF.1521/0891/CPIU/FEL dated August 10, 1991 proposing Danish International Study (DIS) program to manage five Indonesian staff studying in Denmark.

2. We have reviewed your proposal and have no objection to the proposed appointment of the DIS.

. With best wishes,

Sincerely yours,

  
Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V  
Asia Region





DIREKTORAT JENDERAL PENDIDIKAN TINGGI, DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN  
PROYEK PENGEMBANGAN PERGURUAN TINGGI BANTUAN LUAR NEGERI (P3T-BLN)  
BANK DUNIA XXI (LOAN NO. 2944-IND)

DEPDIKBUD Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
Telp. 584565, 5707243 - Telex No. 62756 - Tromol Pos 3705 Jkt. 10002 Fax. 584565

Ref : NF.1521/0891/ CPIU/FEL

August 10 , 1991

Mr.Clifford Gilpin  
Chief Population and Human Resource Division  
Country Department V, Asia Region  
World Bank  
Washington DC  
Through RSI Jakarta.

Re : Second Higher Education Development  
Projec,IBRD Loan 3311 - IND.

Dear Mr.Gilpin,

Based on joint selection between Directorate General of Higher Education ( DGHE ) and Denmark's International Study Program ( DIS ), there are 5 University teaching staff will study in Denmark leading to Master. For this matter we would like to appoint DIS as a consultant to manage our students during their study in Denmark. We would like to ask your approval for this appointed, so we could make negotiation about the cost.

Thank you for your kind attention.

Sincerely yours

Dr.O.Simbolon

-----  
Project Director

Cc : 1. Mr.Rozany Dean,RSI Jakarta  
2. Mr.W.Rooskandar, RSI Jakarta.

surat2/id



**DIREKTORAT JENDERAL PENDIDIKAN TINGGI, DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN**  
**PROYEK PENGEMBANGAN PERGURUAN TINGGI BANTUAN LUAR NEGERI (P3T-BLN)**  
**IBRD LOAN : NO. 2944-IND DAN NO. 3311-IND**  
DEPDIKBUD Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
Telp. 584565, 5707243 - Tromol Pos 3705 Jkt. 10002 Fax. 584565

Ref. NF.1752/1191/CPIU/FEL

November 25, 1991

Mr. Clifford Gilpin  
Chief Population and Human Resources Division  
Country Department V, Asia Region  
World Bank  
Washington DC  
Through RSI Jakarta

*To Mr. Mantle you (HQ)  
by punch, for Bank files*



*Dec. 6, 91*

Re : Second Higher Education Development Project,  
IBRD Loan 3311-IND

Dear Mr. Gilpin,

As stated in Staff Appraisal Report (SAR), Report No. 9263-IND para 4.8 (e) page 33, and also in Aide Memoire Review Mission of June 1991 para 34 page 10, please be informed that we have made negotiation with The British Council (BC) for management of overseas training program leading to master degrees (in the field of library sciences) of 9 students. As the result of negotiation we have agreed the cost of £. 266.602.- (Two hundred sixty six thousand six hundred and two GBT) for duration of 2 years.

Please find enclosed the breakdown of the cost.  
We request and look forward to your approval at your convenient time.

Thank you for your kind attention and cooperation.

Sincerely yours

*[Signature]*  
O. Simbolon

Project Director

- cc- 1. Ms. Rozany Dean, RSI Jakarta  
2. Mr. W. Rooskandar, RSI Jakarta.

SRT31/cliford



BREAKDOWN OF THE COST OF 9 STUDENTS MANAGED BY  
THE BRITISH COUNCIL IN THE UNITED KINGDOM

DETAILED COST ESTIMATES :

	YEAR 1 (1991/1992)		YEAR 2 (1992/1993)		TOTAL 9 Fellows
	Per Fellow	9 S/Fellows	Per Fellow	9 S/Fellows	
<u>1. Training Costs</u>					
Tuition Fee	5,675	51,075	5,675	51,075	102,150
Books & Equip	292	2,628	175	1,575	4,203
Thesis Costs	0	0	295	2,655	2,655
Study Visits	250	2,250	250	2,250	4,500
	6,217	55,953	6,395	57,555	113,508
<u>2. Subsistence Costs</u>					
Stipend Allowance @ £440 p.m	5,532 x 9	49,788	5,532	49,788	99,576
<u>3. Allied Costs</u>					
Clothing Allowance	192	1,728	25	225	1,953
Baggage Allowance	0	0	190	1,710	1,710
Arr/Dep Allowance	192	1,728	192	1,728	3,456
Home Office Reg	38	342	0	0	342
UK Travel	250	2,250	250	2,250	4,500
	672	6,048	657	5,913	11,961
<u>4. International Travel</u>					
Airfares	-	-	675	6,075	6,075
<u>5. Placement, Student Admin, Counselling Welfare &amp; Monitoring</u>					
	0	17,741	0	17,741	35,482
<b>TOTAL</b>		129,530		137,072	266,602

= 13.3%

11 October 1991



**DIREKTORAT JENDERAL PENDIDIKAN TINGGI, DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN**  
**PROYEK PENGEMBANGAN PERGURUAN TINGGI BANTUAN LUAR NEGERI (P3T-BLN)**  
**IBRD LOAN : NO. 2944-IND DAN NO. 3311-IND**  
DEPDIKBUD Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
Telp. 584565, 5707243 - Tromol Pos 3705 Jkt. 10002 Fax. 584565

Ref. NF.1751/1191/CPIU/FEL

November 25, 1991

Mr. Clifford Gilpin  
Chief Population and Human Resources Division  
Country Department V, Asia Region  
World Bank  
Washington DC  
Through RSI Jakarta

*To Mr. Man Heym (HQ)  
by pondh, for bank file  
Dec. 5 91*



Re : Second Higher Education Development Project,  
IBRD Loan 3311-IND

Dear Mr. Gilpin,

As stated in Staff Appraisal Report (SAR), Report No. 9263-IND para 4.8 (e) page 33, and also in Aide Memoire Review Mission of June 1991 para 34 page 10, please be informed that we have made negotiations with World University Services of Canada (WUSC) for the management of overseas training program leading to master degrees (22 students) and for PhD degrees (10 students) in Canada. As the result of negotiation we have agreed the cost of CND\$ 1.792.000.- (One million seven hundred ninety two thousand Canadian Dollar) for duration of 2 years for master program and 3 years for doctorate program.

Please find enclosed the breakdown of the cost.  
We request and look forward to your approval at your convenient time.

Thank you for your kind attention and cooperation.

Sincerely yours

*Dr. O. Simbolon*  
**DEPARTEMEN P & K-RI**  
**PROYEK PELITA**  
DEPARTEMEN PENDIDIKAN TINGGI  
BANTUAN LUAR NEGERI  
JAKARTA  
1001/1002

Dr. O. Simbolon  
Project Director

- cc- 1. Ms. Rozany Dean, RSI Jakarta  
2. Mr. W. Rooskandar, RSI Jakarta.

SRT31/cliford

BREAKDOWN OF THE COST OF 32 STUDENTS  
 ( 10 PR.D PROGRAM AND 22 MASTER PROGRAM )  
 MANAGED BY WUSC IN CANADA

SCHEDULE A  
 MASTER PROGRAMME: COSTS PER TRAINEE

WORLD UNIVERSITY SERVICE OF CANADA  
 HIGHER EDUCATION DEVELOPMENT PROJECT  
 LONG TERM TRAINEES IN CANADA

DESCRIPTION	ORIEN-	MASTER	MASTER	TOTAL
	TASI.	PROGR.	PROGR.	
DIRECT COSTS	1.5 MOS	12 MOS	12 MOS	
Stipends/Living Allowance *	1,500	12,000	12,000	25,500
Book Allowance *	0	750	750	1,500
Settling-in Allowance *	0	1,000	0	1,000
Baggage Allowance *	0	0	170	170
In-Canada & International Airfares **	0	0	2,800	2,800
In-transit Allowance *	0	75	75	150
Tuition **	0	3,325	3,325	6,650
In-Canada Profesional Travel/Field trip (Seminar,Conference) *	0	0	860	860
Research Allowance *	0	0	1,500	1,500
Thesis Allowance *	0	0	500	500
Medical Insurance **	94	750	750	1,594
Special Courses, Tutoring **	0	1,000	1,000	2,000
University Application Fees **	0	100	0	100
In-Canada Academic & Cultural Orientation **	720	0	0	720
WUSC Administration Fee **	206	1,650	1,650	3,506
Visa Application Fees **	0	125	0	125
Joint Monitoring **	0	625	625	1,250
<b>SUB-TOTAL</b>	<b>2,520</b>	<b>21,400</b>	<b>26,005</b>	<b>49,925</b>

c.dul-a/tabel

SCHEDULE B  
DOCTOR PROGRAMME: COSTS PER TRAINEE

WORLD UNIVERSITY SERVICE OF CANADA  
HIGHER EDUCATION DEVELOPMENT PROJECT  
LONG TERM TRAINEES IN CANADA

DESCRIPTION	Orienta- tion.***	Ph.D PROGR.	Ph.D PROGR.	Ph.D PROGR.	TOTAL
	1,5 MOS	12 MOS	12 MOS	12 MOS	
Stipends/Living Allowance *	1,500	12,000	12,000	12,000	37,500
Book Allowance *	0	750	750	750	2,250
Settling-in Allowance *	0	1,000	0	0	1,000
Baggage Allowance *	0	0	0	170	170
In-Canada & International Airfares **	0	0	0	2,800	2,800
In-transit Allowance *	0	75	0	75	150
Tuition **	0	3,325	3,325	3,325	9,975
In-Canada Professional Travel/Field trip (Seminar,Conference) *	0	0	500	500	1,000
Research Allowance *	0	0	750	750	1,500
Dessertation allowance **	0	0	0	720	720
Medical Insurence **	94	750	750	750	2,344
Special Courses, Tutoring ***	0	1,000	1,000	0	2,000
University Application Fees **	0	100	0	0	100
In-Canada Academic & Cultural Orientation **	720	0	0	0	720
WUSC Administration Fee **	206	1,650	1,650	1,650	5,156
Visa Application Fees **	0	125	0	0	125
Joint Monitoring **	0	625	625	625	1,875
<b>SUB-TOTAL</b>	<b>2,520</b>	<b>21,400</b>	<b>21,350</b>	<b>24,115</b>	<b>69,385</b>

c.dul-b/tabel

\* = fixed cost

\*\* = at cost

\*\*\* = special for student that his/her master degree not from Canadian University

Total Contrat : 10 Ph.D program = 10 x 69.385 = 693.850

22 Master program = 22 x 49.925 = 1.098.350

---

T o t a l = 1.792.000

(rounded down to CND \$ 1.792.000)

November 4, 1991

Dr. O. Simbolon  
Project Director, Ln. 3311-IND  
Second Higher Education Development Project  
Departemen P & K, Gedung C, Lantai 18  
Jl. Jend. Sudirman, Senayan  
Jakarta Selatan

Dear Dr. Simbolon:

Re: Loan 3311-IND (Second Higher Education Development Project)

1. We acknowledge receipt of your letter No. 1664/1091/CPIU/FEL dated October 10, 1991 enclosing one copy of signed contract for 13 postgraduate fellowship program in France.

2. We have reviewed the contract and, based on the information provided, have no objection to the following contract:

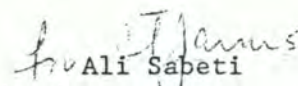
<u>Name of Contractor</u>	<u>Contract No. &amp; Date</u>	<u>Contract Price (CIF)</u>
SFERE	NF.1608-II/0991/CPIU September 19, 1991	FRF.4,282,476

3. We confirm that the World Bank financing for this contract is at 100% under Category 3 of Schedule 1 of the Loan Agreement.

4. Payment of the Bank's share for this contract should be claimed under direct payment procedure if it is valued above USD50,000 equivalent per application, otherwise it should be claimed under Special Account procedure. Kindly attach a copy of this letter to your payment requests to the relevant DG Budget office, as well as to the DG Budget's applications for replenishment related to this contract.

With best regards,

Yours sincerely,

  
Ali Sabeti  
Chief, Operations Staff  
Resident Staff in Indonesia

cc: - Mr. Yusuf Anwar, Director of External Funds, MOF  
- Mr. Jannes Hutagalung, Director for Budget Administration, MOF

bcc: M/M. Gilpin (AS5PH); Kim (LOAAS), Deen, Rooskandar, Prasta (RSI)

File: Ln. 3311-IND  
Rooskandar/sw

Headquarters: Washington, DC, U.S.A.

October 31, 1991

Dr. O. Simbolon  
Project Director for CPIU  
Depdikbud Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan  
Jakarta, Indonesia

Dear Dr. Simbolon:

Re: INDONESIA - Second Higher Education Development Project  
Ln. 3311-IND

We acknowledge receipt of your letter No. 1674/1091/CPIU/FIN dated October 16, 1991 proposing Societe Francaise d'Exportation de Resources Educative (SFERE) for management of Ph.D program for 26 students who have recently completed Masters degree programs in France.


We have reviewed and have no objection to the proposed appointment of the SFERE at the cost of FRF7,283,400 (seven million two hundred eighty three thousand four hundred French Franc) for duration of three years in France.

Sincerely yours,



Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V  
Asia Region

bcc: M/M Escudero (LEGAS); Kim (LOAS); Montague (AS5PH);  
Deen, Rooskandar (RSI)  
Asia Files



File: Ln. 3311-IND  
MHYou/mjm/Roskandar/sw



**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

(202) 477-1234  
Cable Address: INTBAFRAD  
Cable Address: INDEVAS

October 31, 1991

Dr. O. Simbolon  
Project Director for CPIU  
Depdikbud Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan  
Jakarta, Indonesia

Dear Dr. Simbolon:

Re: INDONESIA - Second Higher Education Development Project  
Ln. 3311-IND

We acknowledge receipt of your letter No. 1674/1091/CPIU/FIN dated October 16, 1991 proposing Societe Francaise d'Exportation de Ressources Educative (SFERE) for management of Ph.D program for 26 students who have recently completed Masters degree programs in France.

We have reviewed and have no objection to the proposed appointment of the SFERE at the cost of FF7,283,400 (seven million two hundred eighty three thousand four hundred Franc France) for duration of three years in France.

Sincerely yours,

Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V  
Asia Region

cc: Mr. Jannes Hutagalung, Director of Budget Administration  
Mr. Yusuf Anwar, Director of External Funds, DG of Budget

Dr. O. Simbolon

- 2 -

October 31, 1991

bcc: M/M Escudero (LEGAS); Kim (LOAAS); Montague (AS5PH);  
Deen, Winant (RSI)

Asia Files

MHYou/mjm

FORM 384C - Consultant Data Input Form

Project ID: 4INSPA240 Name: HIGHER EDUCATION II Dept/Div: 25850  
 Task Manager Name: MONTAGUE  
 Extension:

FUNDING

Loan/Credit Number: L33110

CONSULTANT DATA

MIS Tender Number : 9  
 MIS Contract Number : 9  
 Brief Title of Services: FELLOWSHIP ADMINISTRATION  
 Type of Action : R ('O'original, 'R'evised, 'C'ancel, 'A'ddendum)  
 Implementing agency : MINISTRY OF EDUCATION AND CULTURE  
 Borrower Tender No :  
 Borrower Contract No : NF.1787-I/1291/CPIU/SP  
 Type Of Assignment : CTR If 'COC' Specify:  
 Type Of Selection : SS SL-Short List, SS-Sole Source  
 Short List, Prepared By:  
 Date Short List/Sole Source Decision Approved:  
 Disbursement category : 3  
 Type Of Contract : TB If 'OT' Specify :  
 (TB-Time Based, LS-Lump-Sum, OT-Other)  
 Price Considered (y,n): Budget Indicated In LOI (y,n):  
 Consultant Budget : 0

(MMDDYY) (MMDDYY)  
 Date Of Proposal Submission : 10/16/91 Contract Received : 05/20/92  
 Approval Date of Selected Firm : 10/31/91  
 Contract Signature : 12/13/91  
 Cofinancing Agency (If Any) : % Cofinanced:  
 1.  
 2.  
 3.

Optional:  
 Price Escalation Clause ? N (y,n) Contract Under Arbitration ? N (y,n)  
 Comments:

FIRMS CONSIDERED

No.	Consulting Firms Considered	Ctry Code	Rank	Enter 'Y' If Selected
1	SFERE	1FRA	1	Y
2				
3				
4				
5				
6				
7				
8				
9				

Note: For joint ventures: Enter data for all partners; If significant subcontracting, enter data for same.

CURRENCY DATA

Contract Signature (MMDDYY): 12/13/91

No.	Payment Country Code	Amount In Payment Currency	% Eligible For Disbursement
1	1FRA	7,283,400	100
2			
3			
4			
5			
6			
7			
8			
9			



**DIREKTORAT JENDERAL PENDIDIKAN TINGGI, DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN**  
**PROYEK PENGEMBANGAN PERGURUAN TINGGI BANTUAN LUAR NEGERI (P3T-BLN)**  
**IBRD LOAN : NO. 2944-IND DAN NO. 3311-IND**  
 DEPDIBUD Gedung C, Lantai 18  
 Jl. Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
 Telp. 584565, 5707243 - Tromol Pos 3705 Jkt. 10002 Fax. 584565

Ref : 1674 /1091/CPIU/FIN

October 16, 1991

Mr. Clifford Gilpin  
 Chief Population and Human Resources Division  
 Country Departmen V, Asia Region  
 World Bank - Washington DC  
 Through RSI Jakarta.



*To Mr. Nangle you (H) by pouch,  
 for Bank approval -  
 Oct. 18/91*

Re.: Second Higher Education Development Project, IBRD  
 Loan 3311-IND

Dear Mr. Gilpin

On April 1989 we sent 27 students to France to study in various diciplines leading to Master. Twenty six students could obtain Master on time and we proposed them to continue to PhD program, one student has to return to Indonesia without degree.

As mentioned in Staff Appraisal Report (SAR), Report No.9263-IND para 4.8 (e) page 33, and also in Aide Memoire Review Mission Juni 1991 para 34 page 10, we have made agreement with Societe Francaise D'Exportation de Ressources Educative (SFERE) for management of overseas training program leading for doctor of 26 students mentioned above. As the result of negotiation we have agreed the cost of FFr 7,283,400 (seven million two hundred eighty three thousand four hundred Franc France) for duration of 3 years in France. Please find enclosed the breakdown of the cost.

We request and look forward to your approval in your convinient time.

Thank you for your kind attention and cooperation.

Best regards.  
  
 Dr. O. Simbolon  
 Project Director



DATE RECEIVED	CONTROL No.
10/28/91	445-IND
RESPONSE DATE:	10/29/91 RSI
<input type="checkbox"/> CABLE	<input checked="" type="checkbox"/> LETTER <input type="checkbox"/> MEMO
COPIED TO:	HHV

- cc.1 Ms. Rozany Deen, RSI Jakarta
- 2.Mr. W. Rooskandar, RSI Jakarta
- 3.File

c:ginfin/sfere

**Breakdown of the cost of 26 students manage by  
SFERE in FRANCE**

---

**Recurrent Cost :**

**I. Year 1 of the contract :**

- Stipend *	= 26 x 12 x 5.100 FF	=	1.591.200	FF
- Educational Expenditure **	= 26 x 10 x 4.375 FF	=	1.137.500	FF
- Book allowance	= 26 x 1.250 FF	=	32.500	FF
- Social coverage ***	= 26 x 4 x 1.125 FF	=	117.000	FF
- Monitoring	= 26 x 12 x 576 FF	=	179.712	FF
- Administration	= 26 x 12 x 149 FF	=	46.488	FF
	Sub total (1)	=	3.104.400	FF

**II. Year 2 of the contract :**

- Stipend *	= 24 x 12 x 5.100 FF	=	1.468.800	FF
- Educational Expenditure **	= 24 x 10 x 4.375 FF	=	1.050.000	FF
- Book allowance	= 24 x 1.250 FF	=	30.000	FF
- Social coverage ***	= 24 x 4 x 1.125 FF	=	108.000	FF
- Monitoring	= 24 x 12 x 576 FF	=	165.888	FF
- Administration	= 24 x 12 x 149 FF	=	42.912	FF
	Sub total (2)	=	2.865.600	FF

**III. Year 3 of the contract :**

- Stipend *	= 11 x 12 x 5.100 FF	=	673.200	FF
- Educational Expenditure **	= 11 x 10 x 4.375 FF	=	481.250	FF
- Book allowance	= 11 x 1.250 FF	=	13.750	FF
- Social coverage ***	= 11 x 4 x 1.125 FF	=	49.500	FF
- Monitoring	= 11 x 12 x 576 FF	=	76.032	FF
- Administration	= 11 x 12 x 149 FF	=	19.668	FF
	Sub total (3)	=	1.313.400	FF

**Grand total = 7.283.400 FF**

---

1. \*). Stipend depend on the town where each student shall study, since the stipends differ depending on the location of the studies.
- \*\*). Only counted 10 months each year
- \*\*\*). Social coverage per quarter
  
2. Airfare Paris/Jakarta/location, arrival allowance, clothing allowance, departure allowance and excess-luggage allowance have been allocated in the previous contract ( No. : NF.318/0489/CPIU/SP, Date : March 31, 1989 )

giafia/sfere

MAXIMUM TOTAL COST OF CONTRACT  
(BASED ON MAXIMUM STIPEND RATE)

( Usulan SPERE )

( Yang disetujui Panitia )

( Hasil Negosiasi )

No.	N a m a	Budgeted time	Costs	Budgeted time	Costs	Budgeted time	Costs
1.	Hikam Muhammad	Direct Ph.D (max : 1 year )	136,800	Direct Ph.D (max : 1 year )	119,400	Direct Ph.D (max : 1 year )	119,400
2.	Muhammad Gomaruddin	Direct Ph.D (max : 1 year )	136,800	Direct Ph.D (max : 1 year )	119,400	Direct Ph.D (max : 1 year )	119,400
3.	Rakti Jos	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
4.	Kuncaka Agus	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
5.	Burhanuddin Safri	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
6.	Baebang Dwi Argo	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
7.	Dasnulaadi Onil Nazra	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
8.	Leonard Johannes	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
9.	Kusnat Ellen Joan	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
10.	Manalip Hieryco	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
11.	Darwis	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
12.	Yunianta	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
13.	Widiataaka	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
14.	Ganokertadi	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
15.	Sudrajat	Direct Ph.D (max : 2 years)	256,200	Direct Ph.D (max : 2 years)	238,800	Direct Ph.D (max : 2 years)	238,800
16.	Tondobela	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
17.	Scholahuddin Sudibyo	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
18.	Yuni Tri Hewindati	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
19.	Budi Setyo	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
20.	Nafrialdi	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
21.	Purwanto	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
22.	Mahmud Syam	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
23.	Safri Ildrem	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
24.	Patria Anshar	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
25.	Aqung Warsito	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
26.	Arief Fatimah Saleh	Direct Ph.D (max : 3 years)	375,600	Direct Ph.D (max : 3 years)	358,200	Direct Ph.D (max : 3 years)	358,200
GRAND TOTAL ( in FF )			7,735,800		7,283,400		7,283,400

3.1.4.1. Recurrent costs per year and per student :

	EXPECTED	MAXIMUM
.Stipend = 12 x 4.820 or 5.100	57.840 FF	61.200 FF
.Educational Exp. = 10 x 4.375	43.750 FF	43.750 FF
.Book allowance = 1 x 1.250	1.250 FF	1.250 FF
.Social coverage = 4 x 1.125	4.500 FF	4.500 FF
.Monitoring = 12 x 576	6.912 FF	6.912 FF
.Administration = 12 x 149	1.788 FF	1.788 FF
-----		
TOTAL OF RECURRENT YEARLY COSTS = (per student per year)	116.040 FF	119.400 FF

3.1.4.2. The total cost of the contract depends on the one hand on the length of studies of each student, on the other hand on the town where each student shall study, since the stipends differ depending on the location of the studies, as shown in Annexe 2.

For the sake of more precise budgeting, the following indicative tables are annexed hereafter :

- .Annexe 5.A : Expected individual budgets
- .Annexe 5.B : Expected total cost of the program
- .Annexe 5.C : Maximum individual budgets  
(excluding would-be extensions)
- .Annexe 5.D : Maximum total cost of the program  
(excluding would-be extensions)
- .Annexe 6 : Indicative usual breakdown of  
Educational Expenditures
- .Annexe 7 : Invoicing format

3.1.4.3. The datas included in Annexes do not include individual extensions, which might be needed.

If such case appears, the SECOND PARTY shall request such extension from the FIRST PARTY with all the supportive papers needed for the extension procedure. The cost of such extension shall then be calculated on the basis of the yearly figures quoted hereabove in Article 3.1.4.2.

3.1.4.4. Any additional person to join the JMT (as detailed in Item 2.2.3.4.) on the Indonesian side shall be considered as an additional cost to be included in the contract, and paid accordingly.

The basis to be considered on this respect is:

- .1 two-ways airfare,
- .daily expenses of 1.000 FF per day of stay in France.



# Record Removal Notice

<b>File Title</b> Higher Education Development Project (02) - Indonesia - Loan 3311 - P003939 - Correspondence - Volume 3		<b>Barcode No.</b>  1081624
<b>Document Date</b> Sep 30, 1991	<b>Document Type</b> Attachment	
<b>Correspondents / Participants</b>		
<b>Subject / Title</b>		
<b>Exception No(s).</b> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> 10 A-C <input type="checkbox"/> 10 D <input type="checkbox"/> Prerogative to Restrict		
<b>Reason for Removal</b> Translation is not Available		
<b>Additional Comments</b> Declassification review of this record can be initiated upon request		The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information. This Policy can be found on the World Bank Access to Information website.
Withdrawn by Chandra kumar		Date Dec 9, 2013



Ln 2944-IND  
Montague

cc Ln 3311-IND

cc Ln 2547-IND

The World Bank / RESIDENT STAFF IN INDONESIA - P.O. Box 324/JKT, Jakarta 12940 Indonesia  
Phone: 5207316 • Fax: 5200438 • Cable: INTBAFRAD JAKARTA • Telex: IBRD IA 62141

FACSIMILE TRANSMITTAL FORM

#1978-1

Date : October 11, 1991

No. of Page(s) : 2 pages

To : World Bank, Washington (Ms. Ruth Montague, Task Manager, Ln. 2944-IND)

c/o : Mr. C. Gilpin, Chief, AS5PH, Room A 10011

Copy to : Mr. Man He You, ASTPH, Room E 9029

From : W. Rooskandar, AS50P

Subject : Your forthcoming mission

*W. Rooskandar*

Dear Ruth,

#1978

Please find attached Dr. Simbolon's letter which I mentioned in my yesterday's EM to you.

A similar letter from Dr. Makin (Ln 2547-IND) will be sent directly to you from his office by Fax.

Hope you will be able to prepare your response before the Columbus Day (Monday), as for Ln.3158-IND your decision will be very important, as their supervision is due to start Monday, October 21.

Thanks and regards,

W. Rooskandar

DATE RECEIVED	CONTROL No.
10/11	406-Ind
RESPONSE DATE:	
<input type="checkbox"/> CABLE <input type="checkbox"/> LETTER <input type="checkbox"/> MEMO	
COPIED TO: _____	
_____	
_____	

cc: M/M. Sabeti, Deen (AS50P)

File: Ln. 2944-IND  
W. Rooskandar/sw



DIREKTORAT JENDERAL PENDIDIKAN TINGGI  
CENTRAL PROJECT IMPLEMENTATION UNIT (CPIU)  
HIGHER EDUCATION DEVELOPMENT PROJECT (LOAN 2944-IND)

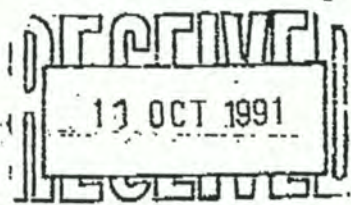
DEPDIBUD Gedung C, lantai 18  
Telp. 584565 - Telex No. 62756 - Tromol Pos 3705 Jkt. 10002

71978-2

Ref.: 4404 /1091/CPIU/WB

Jakarta, October 10, 1991

Mr. C. Gilpin  
Chief Population and Human Resource Division  
Country Department V, Asia Region  
World Bank  
Washington DC  
Through RSI Jakarta



To Ms. Ruth Montague (HQ) by Fax  
for your immediate response.

Re.: Higher Education Development Projects  
(Ln 2944 and 3311-IND)

Oct. 11, 91

Dear Mr. Gilpin,

Thank you for your letter dated October 10, 1991 regarding the upcoming World Bank review mission for Higher Education Development Project, Loan 2944-IND and Loan 3311-IND, due to start on October 28, 1991.

We regret to inform you that I am not available during that time due to long plan of the Team of Directorate General of Higher Education visit to France and Germany, lead by Prof. Bambang Suhendro, which I have communicated earlier to Dr. Man He You by phone. We suggest that you start your supervision on November 4, 1991 when I am back in the office which will be more effective and fruitful for both of us.

We would like to receive your response as soon as possible through written fax.

Thank you for your kind attention.

Best regards.



- cc: 1. Dr. Man He You
- 2. Ms. Ruth Montague
- 3. Ms. Rozany Deen
- 4. Mr. W. Rooskandar
- 5. Dr. Makin Ibnu Hadjar
- 6. File

c: non/bunga  
OS/wanti

THE WORLD BANK / IFC / MIGA  
OFFICE MEMORANDUM

DATE: October 10, 1991

TO: R. Montague (AS5PH), E. Thulstrup (PHREE)  
B. Duces (OPNIS), R. Osterlund (Consultant)

FROM: Clifford W. Gilpin, Division Chief, AS5PH

EXTENSION: 82528

SUBJECT: **INDONESIA** - Supervision of the Second University Development  
Project (Loan 2547-IND) and the First and Second  
Higher Education Development Projects (Loans 2944  
and 3311-IND)

---

1. On or about October 28, 1991, you will arrive in Indonesia for a stay of about two weeks to review progress in implementation of the Second University Development Project (Loan 2547-IND) and the first and Second Higher Education Development Projects (Loans 2944 and 3311-IND). Ms. Montague will coordinate the work of the mission. Mr. M. H. You (ASTPH) and Mr. S. Lieberman (AS5PH) who will be visiting Jakarta at that time, will also assist in the review, as will Mr. B. Fisher of the Bank's Resident Staff in Indonesia (RSI).

During the visit, the team will pay particular attention to the following:

Ms. Montague

Loan 2547-IND:

- development of the prototype instructional materials and adequacy of funds for their preparation and delivery;
- establishment and functioning of the Central Analytical Laboratories and the Centers for Instrumentation and Technical Services at various universities;
- equipment procurement for the above laboratories and centers and for the Inter-University Centers (IUCs) including arrangements made for its calibration and maintenance and for provision of the necessary consumable materials;

Loans 2944 and 3311-IND:

- support being given to priority undergraduate study programs and other quality educational inputs at public universities including support for basic science and language laboratories and printing plants;
- completion of selected physical facilities and campus development at selected universities;

## In general:

- fellowships, training and technical assistance for the above;
- functioning of the project implementing units at all levels and submission of the required reports by the Monitoring Team; and
- preparations for the required FY90/91 audit reports.

Mr. Thulstrup

## Loan 2547-IND:

- preparation of the action plans for the future operation and sustainability of the IUCs (the latter with Mr. Lieberman as his time permits); attention should also be paid to the research already completed and underway at the IUCs;

## Loans 2944 and 3311-IND:

- progress toward meeting the Higher Education Program Guidelines and toward completion of the Action Plan for Higher Education as scheduled;
- progress toward improvement of university-based research through DGHE's Directorate for Research and Community Service and how the Government monitors this research;
- support underway to the Regional Coordinators for Private Higher Education (KOPERTIS) and the development and operation of the new science and technology (growth) centers;
- progress toward upgrading basic science and science teacher education; and
- fellowships, training and technical assistance for the above.

Ms. Duces

## Loans 2547, 2944 and 3311-IND:

- development of the management information systems in the Directorate General of Higher Education and the universities, including the prototype subsystems;
- establishment of the Higher Education Monitoring and Evaluation System and how it is used to monitor indicators of university performance;
- development of the automated national higher education library network including procurement of library books and journals; and

- fellowships, training and technical assistance for the above.

Mr. Osterlund

Loan 2547-IND:

- the five new undergraduate programs and their curricula and operations;
- the project's overall fellowship, training and technical assistance programs including their implementation under the MUCIA contract (Ms. Montague and Mr. Thulstrup will assist with this);
- the establishment during the project's implementation period of the National Graduate Education Council, the Directorate of Academic Affairs, the Technical Assistance Management Unit/Joint Management Office, the Program Advisory and Review Boards and the Higher Education Planning Unit and their current operations;

Loan 2944 and 3311-IND:

- the projects' overall fellowship, training and technical assistance programs with special attention to local training, its usefulness and scheduling, to academic staff development and to management development at public higher education institutions;
- functioning of the twelve academic Consortia;
- support for the 11 polytechnics and the Polytechnic Education Development Center; progress toward completion of the actions required as conditions for disbursement of the loan for the polytechnic equipment; progress toward separating administratively the polytechnics from the universities; and
- support for the accelerated engineering education program.

Mr. Lieberman

Loans 2944 and 3311-IND:

- the Higher Education Expenditure Program and the adequacy of funds already provided under it for undertaking the Action Plan for Higher Education along with estimated support in the coming budget year; also the adequacy of operations and maintenance funds for the public universities and sources of this revenue; and
- the estimated impact of the university autonomy decisions on university financing, especially from student fees and a loan scheme.

Mr. You

Loans 2944 and 3311-IND:

- studies under both projects including the quality of the results and the usefulness of already-completed studies including the lessons learned; terms of reference and selection of consultants for future studies.

Mr. Fisher

Loan 3311-IND:

- provision of funds for the Environmental Study Centers (ESCs) and progress toward incorporating them into the universities, assignment of full-time core staff and giving ESC staff full credit toward promotion.

While still in the field the team will together prepare aides-memoire for each project to be discussed with the Government. The mission will, in discussing the draft aide-memoire with the Director-General for Higher Education, focus particularly on generic problems and recommendations affecting the sub-sector. The Bank's Resident Staff in Indonesia will also be kept informed of the mission's findings. Upon her return to Washington, Ms. Montague will prepare full supervision reports based upon the aides-memoire.

cc and cleared with: Thulstrup, Duces, You, Lieberman

cc: M/M Haug, Zincir, Bhattacharya, Swannack-Nunn, Escudero, Kim, Fisher/Rooskandar/Sabeti/Deen, Osterlund

RMontague:mb  
TOR1001

**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

(202) 477-1234  
Cable Address: INTBAFRAD  
Cable Address: INDEVAS

October 8, 1991

Dr. O. Simbolon  
Project Director  
Higher Education Development Projects  
Department of Education and Culture  
Jakarta, Indonesia

Dear Dr. Simbolon:

Re: Higher Education Development Projects (Loans 2944 and 3311-IND)

As Mr. Rooskandar has mentioned to you, a team from the World Bank will be visiting Jakarta from October 28 to November 9, 1991, to review progress in implementation of the first and Second Higher Education Development Projects as well as in the University Development Project (Loan 2547-IND). The team will consist of Ms. Ruth Montague (architect), Mr. Erik Thulstrup (science and technology specialist), Ms. Brigitte Duces (information systems officer, and Mr. Roland Osterlund (educator, consultant). They will be assisted by Mr. Man He You (economist) and Mr. Samuel Lieberman (economist) who will be visiting Jakarta at the same time, and by Mr. Ben Fisher (environmental specialist) of RSI. Mr. Rooskandar will contact you concerning the initial meetings with the team.

The team would like to do a thorough review of progress in implementation of all components of both projects, in particular:

- (a) support for priority undergraduate study programs and other quality educational inputs at public universities;
- (b) development of the national higher education library network;
- (c) construction of the selected physical facilities and campus development at project universities;
- (d) progress toward meeting the Higher Education Program Guidelines and toward completion of the Action Plan for Higher Education;
- (e) progress toward improvement of university-based research and how it is monitored;
- (f) support for the KOPERTIS and the development and operation of the new science and technology centers;
- (g) progress toward upgrading basic science and science teacher education;
- (h) development of the management information systems in the DGHE and the universities;
- (i) establishment of the Higher Education Monitoring and Evaluation System and how it is used;
- (j) functioning of the twelve academic Consortia;
- (j) support being provided for the eleven polytechnics and the Polytechnic Education Development Center including progress toward completion of the actions required as conditions for disbursement of the loan for the polytechnic equipment;
- (k) support for the accelerated engineering education program;

October 8, 1991

- (l) the Higher Education Expenditure Program and the adequacy of funds provided under it for undertaking the Action Plan along with estimated support in the coming budget year;
- (m) the estimated impact of the recent university autonomy decision on university financing especially regarding student fees and the student loan scheme;
- (n) studies under both projects including the quality of the results and the usefulness of already-completed report including the lessons learned and progress in preparation of terms of reference and selection procedures for consultants for future studies;
- (o) provision of funds for the Environmental Studies Centers and progress toward incorporating them into the universities, assignment of full-time staff and giving their staff full credit toward promotion;
- (p) functioning of the project implementing units at all levels; and
- (q) preparations for the required FY90/91 audit reports.

Also as mentioned in our letter to you, dated August 7, 1991, which followed the previous review mission, progress reports on implementation of both Projects should be available by the time the mission arrives for its review along with drafts of the required reports for both Projects on the implementation of the previous fiscal year's budget for the GOI higher education program and a proposed budgetary allocation for the program for next fiscal year.

The mission looks forward to working with you and your team.

With kind regards,

Sincerely yours,

Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V  
Asia Region



Dr. O. Simbolon

- 3 -

October 8, 1991

cc: Thulstrup, Duces, You, Lieberman  
RMontague:mb  
b:\29441003

October 3, 1991

Dr. O. Simbolon  
Project Director for CPIU  
Depdikbud Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan  
Jakarta, Indonesia

Dear Dr. Simbolon:

Re: INDONESIA-Second Higher Education Development Project  
LN-3311


We acknowledge receipt of your letter No. 4314/0991/CPIU/FIN dated September 4, 1991 proposing Societe Francaise d'Exportation de Ressources Educative (SFERE) for management of overseas training program leading for master of 13 students.

We have reviewed and have not objection to the proposed appointment of the SFERE at the cost of FF4,282,476 (four million two hundred eight two thousand four hundred seventy six Franc France) for duration of 2.5 years including 0.5 year for language training in France.

Sincerely yours,



*for*  
Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V  
Asia Region



bcc: M/M Escudero (LEGAS), Kim (LOAAS), Montague (AS5PH), You (ASTPH), Asia  
Deen/Sabeti/Rooskandar, RSI

File: Ln 3311-IND  
SNewell/Rooskandar/sw

FORM 384C - Consultant Data Input Form

Project ID: 4INSPA240 Name: HIGHER EDUCATION II Dept/Div: 25850  
 Task Manager Name: MONTAGUE  
 Extension:

FUNDING

Loan/Credit Number: L33110

CONSULTANT DATA

MIS Tender Number : 7  
 MIS Contract Number : 7  
 Brief Title of Services: FELLOWSHIP ADMINISTRATION  
 Type of Action : 0 ('O'original, 'R'evised, 'C'ancel, 'A'ddendum)  
 Implementing agency : MINISTRY OF EDUCATION AND CULTURE  
 Borrower Tender No :  
 Borrower Contract No : NF.1608-II/0991/CPIU/SP  
 Type Of Assignment : CTR If 'COC' Specify:  
 Type Of Selection : SS SL-Short List, SS-Sole Source  
 Short List, Prepared By:  
 Date Short List/Sole Source Decision Approved:  
 Disbursement category : 3  
 Type Of Contract : TB If 'OT' Specify :  
 (TB-Time Based, LS-Lump-Sum, OT-Other)  
 Price Considered (y,n) : Budget Indicated In LOI (y,n):  
 Consultant Budget : 0

	(MMDDYY)		(MMDDYY)
Date Of Proposal Submission	: 09/04/91	Contract Received	: 11/04/91
Approval Date of Selected Firm	: 10/03/91		
Contract Signature	: 09/19/91		
Cofinancing Agency (If Any)		% Cofinanced:	
1.		⊕	
2.		⊕	
3.		⊕	

Optional:  
 Price Escalation Clause ? N (y,n) Contract Under Arbitration ? N (y,n)  
 Comments:

FIRMS CONSIDERED

No.	Consulting Firms Considered	Ctry Code	Rank	Enter 'Y' If Selected
1	SFERE	1FRA	1	Y
2				
3				
4				
5				
6				
7				
8				
9				

Note: For joint ventures: Enter data for all partners; If significant subcontracting, enter data for same.

CURRENCY DATA

Contract Signature (MMDDYY): 09/19/91

No.	Payment Currency Country Code	Amount In Payment Currency	% Eligible For Disbursement
1	1FRA	4,282,476	100
2			
3			
4			
5			
6			
7			
8			
9			

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INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.  
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U.S.A.

(202) 477-1234  
Cable Address: INTBAFRAD  
Cable Address: INDEVAS

September 27, 1991

Dr. O. Simbolon  
Project Director for CPIU  
Depdikbud Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan  
Jakarta, Indonesia

Dear Dr. Simbolon:

Re: INDONESIA-Second Higher Education Development Project  
LN-3311

We acknowledge receipt of your letter No. 4314/0991/CPIU/FIN dated September 4, 1991 proposing Societe Francaise d'Exportation de Ressources Educative (SFERE) for management of overseas training program leading for master of 13 students.

We have reviewed and have not objection to the proposed appointment of the SFERE at the cost of FF4,282,476 (four million two hundred eight two thousand four hundred seventy six Franc France) for duration of 2.5 years including 0.5 year for language training in France.

Sincerely yours,

Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V  
Asia Region

cc: Mr. Jannes Hutagalung, Director of Budget Administration  
Mr. Yusuf Anwar, Director of External Funds, DG of Budget

Dr. O. Simbolon

- 2 -

October 10, 1991

cc: M/M Escudero (LEGAS), Kim (LOAAS), Montague (AS5PH), You (ASTPH), Asia  
Files, RSI



**DIREKTORAT JENDERAL PENDIDIKAN TINGGI, DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN  
PROYEK PENGEMBANGAN PERGURUAN TINGGI BANTUAN LUAR NEGERI (P3T-BLN)  
BANK DUNIA XXI (LOAN NO. 2944-IND)**

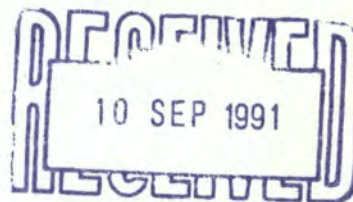
DEPDIBUD Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
Telp. 584565 - Telex No. 62756 - Tromol Pos 3705 Jkt. 10002 Fax. 584565

You

Ref.: 4314/0991/CPIU/FIN

Jakarta, September 04, 1991

Mr. Clifford Gilpin  
Chief Population and Human Resource Division  
Country Department V, Asia Region  
World Bank  
Washington DC  
Through RSI Jakarta



*To Ms. Ruth Montague / HA / by pondh,  
for Bank approval...  
Sept. 11, 91*

Re.: Second Higher Education Development Project, IBRD  
Loan 3311-IND

Dear Mr. Gilpin,

As mentioned in Staff Appraisal Report (SAR), Report No.9263-IND para 4.8 (e) page 33, and also in Aide Memoire Review Mission June 1991 para 34 page 10, we have made renegotiation with Societe Francaise d'Exportation de Ressources Educative (SFERE) for management of overseas training program leading for master of 13 students. As the result of negotiation we have agreed the cost of FF4,282,476 (Four million two hundred eighty two thousand four hundred seventy six Franc France) for duration of 2,5 year including 0,5 year for language training in France. Please find enclosed the breakdown of the cost.

We request and look forward to your approval in your convenient time.

Thank you for your kind attention and cooperation.

Best regards.

Sincerely yours,

*[Signature]*  
Dr. O. Simbolon  
Project Director



DATE RECEIVED 9/18	CONTROL No. 352-Jud
RESPONSE DATE: 9/27/91	
<input type="checkbox"/> CABLE <input checked="" type="checkbox"/> LETTER <input type="checkbox"/> MEMO	
COPIED TO:	

- cc: 1. Ms. Rozany Deen, RSI Jakarta
- 2. Mr. W. Rooskandar, RSI Jakarta
- 3. File

c: fin/wb  
OS/wanti

# 751.000

BREAKDOWN OF THE COST OF 13 STUDENTS MANAGE BY  
SFERE IN FRANCE

---

Airfare Paris/Jakarta/Location	13 x 14,400	FF	=	187,200	FF
Arrival allowance	13 x 1,500	FF	=	19,500	FF
Clothing allowance	13 x 1,500	FF	=	19,500	FF
Departure allowance	13 x 1,500	FF	=	19,500	FF
Excess-language allowance	13 x 1,500	FF	=	19,500	FF
Phase 1 (language training = 6 months) :					
Stipend *)	13 x 6 x 5,100	FF	=	397,800	FF
Educational Expenditure	6 x 69,531	FF**)	=	417,186	FF
Social coverage	13 x 2 x 1,125	FF <sup>+) </sup>	=	29,250	FF
Monitoring	13 x 6 x 526	FF	=	44,928	FF
Administration	13 x 6 x 180	FF	=	14,040	FF
Sub total			=	1,168,404	
Phase 2 (Academic program = 2 years)					
Stipend *)	13 x 2 x 12 x 5,100	FF	=	1,591,200	FF
Educational Expenditure	13 x 2 x 10 <sup>++)</sup> x 4,375	FF	=	1,137,500	FF
Book allowance	13 x 2 x 1,250	FF	=	32,500	FF
Social coverage	13 x 2 x 4 x 1,125	FF <sup>+) </sup>	=	117,000	FF
Monitoring	13 x 2 x 12 x 576	FF	=	179,712	FF
Administration	13 x 2 x 12 x 180	FF	=	56,160	FF
Sub total			=	3,114,072	
Grand total			=	4,282,476	

\*) Stipend depend on the town where each student shall study, since the stipends differ depending on the location of the studies.

\*\*\*) Language training cost per month for the group. This spesific cost item shall be invoiced "at cost"

+ ) Social coverage per quarter

++) Only counted 10 months each year

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Cable Address: INTBAFRAD  
Cable Address: INDEVAS

October 1, 1991

Dr. O. Simbolon  
Project Director for CPIU  
Depdikbud Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan  
Jakarta, Indonesia

Dear Dr. Simbolon:

Re: Second Higher Education Development Project, Ln. 3311 - IND

1. We acknowledge receipt of your letter No. NF.1521/0891/CPIU/FEL dated August 10, 1991 proposing Danish International Study (DIS) program to manage five Indonesian staff studying in Denmark.
2. We have reviewed your proposal and have no objection to the proposed appointment of the DIS.

With best wishes,

Sincerely yours,

Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V  
Asia Region

cc: Mr. Yusuf Anwar, Director of External Funds, MOF  
Mr. Jannes Hutagalung, Director for Budget Administration, MOF



Dr. O. Simbolon

- 2 -

October 1, 1991

bcc: Messrs. Rooskandar, Iswandi (RSI)  
Ms. Montague (AS5PH)

M

August 27, 1991

Dr. O. Simbolon  
Project Director for CPIU  
Depdikbud Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan  
Jakarta, Indonesia

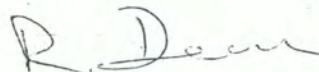
Dear Dr. Simbolon:

Re: Second Higher Education Development Project, Ln. 3311 - IND

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2. We have reviewed your proposal and have no objection to the proposed appointment of the DIS.

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Sincerely yours,

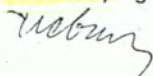


Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V  
Asia Region

bcc: Messrs. Rooskandar, Iswandi, Deen (RSI)  
Ms. Montague (AS5PH)

File: Ln. 3311-IND

MHYou/mjm/sw



Ln 3311 IND

The World Bank/IFC/MIGA  
O F F I C E M E M O R A N D U M

DATE: August 26, 1991 04:57pm

TO: ROOSKANDAR WINANT ( ROOSKANDAR WINANT @A1@JKRTA )  
TO: ISWANDI ( ISWANDI @A1@JKRTA )

FROM: Maria Mogol, ASTPH ( MARIA MOGOL )

EXT.: 81213

SUBJECT: Second Higher Education Development Project, Ln. 3311-IND

Would appreciate your help in transmitting the attached letter to Dr. Simbolon.

Thanks.

Attached to this message is a WORDPERFECT document. You cannot use ALL-IN-1 to display or print it. You must first transfer the attachment to your PC using the FAP option. Then you may process the file with the same software that was used to create it.

CC: Sharon Newell ( SHARON NEWELL )  
CC: Man He You ( MAN HE YOU )  
CC: Ruth Montague ( RUTH MONTAGUE )  
CC: Asia ISC Files ( ASIA ISC FILES )

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INTERNATIONAL DEVELOPMENT ASSOCIATION

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Washington, D.C. 20433  
U.S.A.

(202) 477-1234  
Cable Address: INTBAFRAD  
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August 27, 1991

Dr. O. Simbolon  
Project Director for CPIU  
Depdikbud Gedung C, Lantai 18  
Jl. Jenderal Sudirman, Senayan  
Jakarta, Indonesia

Dear Dr. Simbolon:

Re: Second Higher Education Development Project, Ln. 3311 - IND

1. We acknowledge receipt of your letter No. NF.1521/0891/CPIU/FEL dated August 10, 1991 proposing Danish International Study (DIS) program to manage five Indonesian staff studying in Denmark.
2. We have reviewed your proposal and have no objection to the proposed appointment of the DIS.

With best wishes,

Sincerely yours,

Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V  
Asia Region

cc: Mr. Yusuf Anwar, Director of External Funds, MOF  
Mr. Jannes Hutagalung, Director for Budget Administration, MOF

Dr. O. Simbolon

- 2 -

August 27, 1991

bcc: Messrs. Rooskandar, Iswandi (RSI)  
Ms. Montague (AS5PH)

3

M



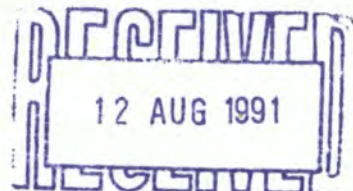
DIREKTORAT JENDERAL PENDIDIKAN TINGGI, DEPARTEMEN PENDIDIKAN DAN KEBUDAYAAN  
 PROYEK PENGEMBANGAN PERGURUAN TINGGI BANTUAN LUAR NEGERI (P3T-BLN)  
 BANK DUNIA XXI (LOAN NO. 2944-IND)

DEPDIBUD Gedung C, Lantai 18  
 Jl. Jenderal Sudirman, Senayan - Jakarta - INDONESIA  
 Telp. 584565, 5707243 - Telex No. 62756 - Tromol Pos 3705 Jkt. 10002 Fax. 584565

Ref : NF.1521/0891/ CPIU/FEL

August 10 , 1991

Mr.Clifford Gilpin  
 Chief Population and Human Resource Division  
 Country Department V, Asia Region  
 World Bank  
 Washington DC  
 Through RSI Jakarta.



Re : Second Higher Education Development  
 Projec,IBRD Loan 3311 - IND.

*To Mr. Man He You (HQ) by  
 punch, for Bank approval.*

Dear Mr.Gilpin,

*Aug. 13, 91*

Based on joint selection between Directorate General of Higher Education ( DGHE ) and Denmark's International Study Program ( DIS ), there are 5 University teaching staff will study in Denmark leading to Master. For this matter we would like to appoint DIS as a consultant to manage our students during their study in Denmark. We would like to ask your approval for this appointed, so we could make negotiation about the cost.

Thank you for your kind attention.



Sincerely yours

*[Handwritten signature]*

Dr. O Simbolon

Project Director for CPIU

DATE RECEIVED	CONTROL No.
8/20/91	263-IND
RESPONSE DATE:	
<input type="checkbox"/> CABLE	<input checked="" type="checkbox"/> LETTER
<input type="checkbox"/> MEMO	
COPIED TO:	
<i>[Handwritten initials]</i>	
date 8/26/91	

Cc : 1. Mr.Rozany Dean,RSI Jakarta  
 2. Mr.W.Rooskandar, RSI Jakarta.

surat2/id

The World Bank/IFC/MIGA  
O F F I C E M E M O R A N D U M

DATE: August 8, 1991 10:44am

TO: ROOSKANDAR WINANT ( ROOSKANDAR WINANT @A1@JKRTA )

FROM: Mercedes Bautista, AS5PH ( MERCEDES BAUTISTA )

EXT.: 82529

SUBJECT: RE: Indonesia: Loans 2944-IND and 3311-IND

Please disregard my em on this subject. The attachment was mistakenly sent. I am sending it by fax instead. Sorry for the inconvenience.

CC: ALI SABETI ( ALI SABETI @A1@JKRTA )  
CC: Hyung Kim ( HYUNG KIM )  
CC: Mieko Masuda ( MIEKO MASUDA )  
CC: Carlos Escudero ( CARLOS ESCUDERO )  
CC: Vasilios Demetriou ( VASILIOS DEMETRIOU )  
CC: Man He You ( MAN HE YOU )  
CC: Mercedes Bautista ( MERCEDES BAUTISTA )  
CC: Asia ISC Files ( ASIA ISC FILES )

The World Bank/IFC/MIGA  
O F F I C E M E M O R A N D U M

DATE: August 8, 1991 09:55am

TO: ROOSKANDAR WINANT ( ROOSKANDAR WINANT @A1@JKRТА )

FROM: Mercedes Bautista, AS5PH ( MERCEDES BAUTISTA )

EXT.: 82529

SUBJECT: Indonesia: Loans 2944-IND and 3311-IND

Please forward the attached letter to Dr. Simbolon.

Thanks.

Mercedes Bautista (for Ruth Montague)

CC: Man He You ( MAN HE YOU )  
CC: Vasilios Demetriou ( VASILIOS DEMETRIOU )  
CC: Carlos Escudero ( CARLOS ESCUDERO )  
CC: Mieke Masuda ( MIEKO MASUDA )  
CC: Hyung Kim ( HYUNG KIM )  
CC: ALI SABETI ( ALI SABETI @A1@JKRТА )  
CC: Mercedes Bautista ( MERCEDES BAUTISTA )  
CC: Asia ISC Files ( ASIA ISC FILES )



**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

**THE WORLD BANK / IFC / MIGA**  
Headquarters: Washington, D.C. 20433 U.S.A.

1818 H Street, N.W.  
Washington, D.C. 20433  
U.S.A.

(202) 477-1234

Cable Address: INTBAFRAD

Cable Address: INDEVAS

Tel No. (202) 477-1234 ● Fax Tel No. (202) 477-6391 ● Telex No. RCA 248423

**FACSIMILE COVER SHEET AND MESSAGE**

Transmission authorized by: Clifford W. Gilpin, Chief, AS5PH

RCA 248423 • WUI 64145 • CABLE INTBAFRAD • PHONE (202) 477-1234 • FAX (202) 477-6391

If you experience any problem in receiving this transmission, inform the sender at the telephone or fax no. listed above.

---

DATE: August 8, 1991 NO. OF PAGES: 3 MESSAGE NO.:  
(Including this sheet)

TO: Rooskandar, Winant  
Title:  
Organization: RSI FAX TEL. NO.:  
City/Country: Jakarta, Indonesia

FROM: Ruth Montague DIVISION'S FAX TEL NO.: (202) 477-8681  
Title: Senior Architect Dept/Division: AS5PH  
Division: Pop. & Human Resources Div. Dept./Div. No.: 258/50  
Room No.: A10-113 Telephone: (202) 458-2538

SUBJECT/  
REFERENCE: INDONESIA: Loans 2944-IND and 3 311-IND

---

MESSAGE:

Please forward the attached letter to Dr. Simbolon.

FOR INTERNAL USE - NOT TO BE TRANSMITTED

Transmission authorized by: Clifford W. Gilpin, Chief, AS5PH

RMontague/mb

August 8, 1991

Dr. O. Simbolon  
Project Director  
Higher Education Development Project  
Department of Education and Culture  
Jalan Jenderal Sudirman  
Jakarta, Indonesia

Dear Dr. Simbolon:

Re: First and Second Higher Education Development Projects  
(Loans 2944 and 3311-IND)

We would like to express our appreciation to you and the members of your staff for the many courtesies extended to Ms. Montague and Mr. Demetriou during their recent visit to Indonesia to undertake a limited review of progress in implementation of these projects.

We are pleased that the first Project continues on its steady course and concur with the recommendations made in the Aide-memoire prepared by the mission and discussed with you, as follows:

- (a) further efforts should be made to address the issues surrounding the future operation of the Technology (Growth) Centers. In this regard, we look forward to receipt of the English translation of the report on the Centers' operation recently prepared by you. We also look forward to hearing the results of the bidding for construction of the Ujung Pandang Center;
- (b) procurement of the bibliographic network system should be expedited as much as possible. Advice should be sought from the National Library on suitable systems, and bids invited only from companies offering such systems and with whom you would be willing to sign a contract. We look forward to receipt of a copy of the draft request for proposals and of the short list for our review and comments before the proposals are invited;
- (c) funds should be provided for coordination meetings for the integration of HEMES and SINAS. Output reports and search capabilities should be designed to serve DGHE staff at all levels and key staff should be trained in the near future in the use of the system to enable them to take full advantage of it; and
- (d) brand names should be removed from the MIS equipment specifications for IKIP Medan and a careful scrutiny made of both the hardware and software to be procured.

In addition, for the Second Project, the mission made the following recommendations:

- (a) provision of supplementary budgetary allocations for the Project for FY91/92 should be expedited as much as possible;
- (b) if OECF funds are not forthcoming for the ESC in-country training component, alternative funding should be sought immediately and the Bank kept informed; and
- (c) draft bid documents to be used in selection of consultants for the five major studies, including terms of reference, draft contract forms and proposed shortlists should be forwarded to the Bank for its review and comments before they are issued.

For both Projects, the mission recommends that you begin immediately, if you haven't already, to prepare the necessary documentation required for preparation of the FY90/91 audits so as to meet BPKP's auditing schedule. This will help to avoid delays in submission of the audit reports as in the past.

We urge you to carry out these recommendations as soon as possible. A copy of the final Aide-memoire will be forwarded separately.

In addition, we look forward to receipt under the first Project of:

- (a) the draft contracts for procurement of books and journals for our review and comments before they are negotiated; and
- (b) the request for funding from the Loan for finishing the construction of and providing electrical and mechanical services for the Rektorat at IKIP Medan. The contract for this work should be distinct from the general building contract and the contractor's performance should so far be satisfactory. Please include the contractor's name and proposed contract amount;

and under the Second Project of the official letter announcing the appointment of the three additional staff to the CPIU along with their curricula vitae, in order to fulfill the requirements of the covenant in Schedule 5, para. 1(d) of the Loan Agreement.

Also in this regard, we would like to confirm the mission's no objection to:

- (a) your proposal to construct additional small civil works at several institutions already aided under the project and new biology and chemistry laboratory buildings at Universitas Cenderawasih (all as listed in the document handed to the mission titled 'DIP/PO Tahun 1991/92 yang Telah Terbit, Loan 2944-IND (Proyek Bank Dunia XXI)'); and
- (b) the list of prequalified contractors for the Cenderawasih construction attached to your letter dated June 18, 1991, also handed to the mission.

We would also like to remind you of the need to prepare progress reports in time for use by the planned Bank review mission to take place later this year. In addition, drafts of the required reports for both Projects on

the implementation of the previous fiscal year's budget for the GOI higher education program and a proposed budgetary allocation for the program for the following fiscal year, should also be prepared by that time for review by the mission.

With kind regards,

Sincerely yours,

Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V

FACSIMILE COVER SHEET AND MESSAGE

DATE: August 7, 1991 NO. OF PAGES: 4 MESSAGE NO.:  
(Including this sheet)

TO: Rooskandar Winant  
Title:  
Organization: RSI FAX TEL . NO.:  
City/Country: Jakarta, Indonesia

FROM: Ruth Montague DIVISION'S FAX TEL. NO.: (202) 477-8681  
Title: Senior Architect Dept/Division: AS5PH  
Division: Pop. & Human Resources Div. Dept./Div. No.: 258/50  
Room No.: A10-113 Telephone: (202) 458-2538

SUBJECT/  
REFERENCE: INDONESIA: Loans 2944-IND and 3311-IND

MESSAGE:

Please forward the attached letter to Dr. Simbolon.

cc: M/M You, Demetriou, Masuda, Escudero, Kim, Sabeti/Roskandar  
Asia Files

Transmission authorized by: Clifford W. Gilpin, Chief, AS5PH

**The World Bank**

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT  
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.  
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Project Director  
Higher Education Development Project  
Department of Education and Culture  
Jalan Jenderal Sudirman  
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August 7, 1991

following fiscal year, should also be prepared by that time for review by the mission.

With kind regards,

Sincerely yours,

*Clifford W. Gilpin*

*h* Clifford W. Gilpin  
Division Chief  
Population and Human Resources  
Country Department V

Ln 3311 -IND

Aug. 6, 91

## OFFICE MEMORANDUM

DATE: August 6, 1991

TO: Mr. Clifford W. Gilpin, Chief, AS5PH

FROM: Ruth Montague, AS5PH and V. Demetriou, AS2PH

EXTENSION: 82538

SUBJECT: INDONESIA - Second Higher Education Development Project  
Loan 3311-IND  
Supervision Report

1. In accordance with Terms of Reference dated June 6, 1991, we visited Indonesia from June 17 to June 22, 1991, to review progress in implementation of this Project and in the first Higher Education Development Project (Loan 2944-IND) and the Second University Development Project (Loan 2547-IND). Because the time was short, we concentrated on essential project start-up activities. A longer review mission, to cover all aspects of project implementation, is scheduled for October/November 1991. The supervision summary, aide-memoire and letter to the Government are attached.

2. The Project is unfortunately off to a slow start as only about 50% of the funds necessary for the first year's activities have been budgeted in the FY91/92 DIP allocation. A request for supplementary funds will be submitted, however. In addition, no funds will be forthcoming as planned from OECF for in-country training for the Environmental Studies Centers. The GOI will therefore also have to look for these funds elsewhere. Nevertheless, the Director of the CPIU has been appointed as have several CPIU staff, terms of reference are under preparation for the project's five major studies and arrangements are being made for management of the overseas fellowships.

3. The following documents received during the supervision mission will be entered into the Project Implementation Index File and forwarded to Asia Information Center where they will be available upon request:

<u>Title of Document</u>	<u>Date of Issue</u>	<u>Project Implementation Index File Number</u>
DIP request for FY91/92 ✓ ATT	Undated	II
OECF determination of loan amount ✓ ATT	Undated	II
Second Slice Studies - outline ✓ ATT terms of reference and schedule of activities	6/18/91	II
Draft terms of reference for policy studies as prepared by consultant David Clark ✓ ATT	1/17/91	II

Distribution I (590 only)

M/M Karaosmanoglu (ASIVP); Haug (AS5DR); Ritchie (ASTDR); Hamilton (PHRDR); Bhattacharya, Swannack-Nunn (AS5CO); Kopp (OEDDR); Kim (LOAAS)

Distribution II (full report)

M/M Zincir (AS5DR); Socknat, Demetriou (AS2PH); You (ASTPH); Mead (LEGAS); Masuda (AS5PH); Sabeti/Rooskandar (RSI); Asia Files, Div. Black Book, RMontague chron

b:3311memo

In accordance with terms of reference dated June 6, 1991, the following documents received during the supervision mission will be entered into the project implementation index file and forwarded to the Information Center where they will be available upon request:

RMontague:mb

The project is unfortunately off to a slow start as only about 50% of the funds necessary for the first year's activities have been budgeted in the FY91/92 DIF allocation. A request for supplementary funds will be submitted, however, in addition, no funds will be forthcoming as planned from OECF for in-country training for the Environmental Studies Center. The GOI will therefore also have to look for these funds elsewhere. Nevertheless, the Director of the CIU has been assigned as have several CIU staff, terms of reference are under preparation for the project's five major studies and arrangements are being made for management of the overseas fellowship.

The following documents received during the supervision mission will be entered into the project implementation index file and forwarded to the Information Center where they will be available upon request:

Project Implementation Index File Number	Date of Issue	Title of Document
II	Undated	DIF request for FY91/92
II	Undated	OECF authorization of loan amount
II	8/18/91	Second DIF Studies - outline terms of reference and schedule of activities
II	11/1/91	Draft terms of reference for policy studies as prepared by consultant David Clark

Detailed instructions on completion of  
This Form are in Annex D of OD13.05.

( ) the initial summary  
This Summary is (X) part of a mission report  
( ) an update

Regional Office: VP - ASIA	Project Name: HIGHER EDUCATION II Project Code:4INSPA240	Loan/Credit Numbers: L33110	L/C Amt (\$XX.XM/SDR) Original:150.0 Revised:	Type of Lending Instrument: SIL
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Country: INDONESIA	Borrower: GOI	Board Date: 03/26/91	Signing Date: 05/03/91	Effective Date: 06/21/91
-----------------------	------------------	-------------------------	---------------------------	-----------------------------

Managing Dept/Div Name: POP & HUMAN RESOURCES OPR DIV	Dept/Div Code: 25850	Task Manager: YOU	Mission End Date: 07/29/91 Next Mission (mo/yr): 10/91	Last 590: 04/26/91 This 590: 08/09/91
--	-------------------------	----------------------	---	--

SECTION 1: Summary of Project Development Objectives:

To assist the GOI in implementing the Higher Education Program Guidelines, specifically: (a) improving quality and efficiency; (b) alleviating human resource shortages; (c) improving planning and management; (d) increasing mobilization of resources; and (e) strengthening regional development.

SECTION 2: Summary of Project Components:

Staff development, research support, library development, basic science and science teacher training, private higher education development, polytechnics, environmental study centers, accelerated engineering education, management training and management information system.

SECTION 3: Project Data and Performance Ratings:

Basic Data	Closing Date	Project Cost (\$XX.XM)	Disbursement (mo/yr) 06/91	
			(\$XX.XM)	(% of L/C)
Original (from SAR/PR):	12/31/94	\$282.4	Original SAR/PR Forecast:	
As Formally Revised:			Formally Revised Forecast:	
Expected-Last Form 590:	12/31/94	\$282.4	Actual Disbursement:	\$15.0 10.0%
Expected-This Form 590:	12/31/94	\$282.4	Disb. Forecast for CFY:	
			Actual for CFY:	\$15.0 10.0%

Number of formal closing date extensions: 0  
Date of last closing date extension (mo/yr):

Reporting: End of period covered by last project progress report (mo/yr):

Indices	This Form 590	Last Form 590	Audits and Accounts	Number
Closing Delay	.0%	.0%	Overdue Fin. Stmnts/Project Accounts:	0
Cost Overrun	.0%	.0%	Overdue SOE Audits:	0
Disbursement Lag	.0%	.0%	Overdue Special Account Audits:	0
			Qualified and Unsatisfactory Audits:	0

Mandatory Ratings	This Form 590	Last Form 590	Other Ratings	This Form 590	Last Form 590
Overall Status	1	NR	Procurement Progress	1	NR
Project Development Objectives	1	NR	Training Progress	1	NR
Compliance With Legal Covenants	1	NR	Technical Asst. Progress	1	NR
Project Management Performance	1	NR	Studies Progress	1	NR
Availability Of Funds	2	NR	Environmental Aspects	1	NR
			Financial Performance	1	NR
			WID Impact		

SECTION 4: Supervision Management:

Names Of Mission Members	Member Specialization	Participated In The Previous Mission (Yes/No)	Time Spent On Supervision (mo/yr) 08/91
R. MONTAGUE	SR. ARCHITECT	N	S/W Up To Current FY : 3.2
V. DEMETRIOU	ARCHITECT	N	S/W Planned During Current FY: 24.0
M.H. YOU	ECONOMIST	N	S/W Actual During Current FY -
			Total : .0
			In Field : .0

FORM 590  
INDONESIA - 2ND HIGHER EDUCATION DEVELOPMENT PROJECT  
LOAN 3311-IND

Section 5: Actions previously agreed or recommended.  
Not applicable.

Section 6: Actions taken by (a) Borrower and (b) Bank since previous Form 590

Not applicable.

Section 7: Summary of current project status and major problems.

The Project is slowly getting underway with the Project Manager and three additional professional staff appointed to the CPIU, terms of reference for the five major studies under preparation and arrangements being made with previous contractors for management of overseas fellowships. However, only about 50% of the DIP request for FY91/92, the first year of project implementation, has been budgeted. The CPIU will try to secure supplementary funding; if unavailable, budget allocations for the second and third project years will have to be increased significantly. Another problem is the refusal of OECF to fund the in-country training of staff for the Environmental Studies Centers, after initially agreeing to do so. Other terms of their agreement with GOI have also been revised. The Bank was not informed of these revisions. The CPIU will now also have to seek additional funding for the ESC in-country training. The condition of disbursement for equipment, etc., for strengthening the university library system has been fulfilled with the appointment of the head of the Library Activities Coordination Unit (UKKP).

Section 8: Summary of agreements with Borrower, and further actions recommended to be taken by (a) Borrower and (b) Bank

At the wrap-up meeting, it was agreed that the following actions recommended by the mission would be taken by the Borrower: (a) expedite provision of adequate budgetary allocations for FY91/92 activities; (b) seek alternative funding of in-country training for the ESC component and keep the Bank informed of the outcome; and (c) send final draft documents including terms of reference and proposed shortlist for the five major studies to the Bank for its review and comments before their issuance.

Bank: The Bank should send a mission to Indonesia late in 1991 of a sufficient size and for a long enough period to review thoroughly all aspects of the implementation of the project.

Preparing Officer:

*Ruth Montague*

Reviewed By (Div.Mgr.)

*Andrew Samley*

Reviewed by Dir/RVP)

INDONESIA

REVIEW OF LOAN COVENANTS

LOAN/CREDIT: L-3311 PROJECT: SECOND HIGHER EDUCATION DEVELOP. PROJECT EFF: 08/01/91 APP: 03/26/91 SECTOR: EDUCATION

(AS OF 08/07/91)

AGREEMENT SECTION	TYPE OF COVENANT	UPDATE DATE	CUR ST CODE	DESCRIPTION OF COVENANT	CURRENT COVENANT STATUS DESCRIPTION
LOAN ART.11, SEC.2.02(B)	M1	08/07/91	8	ESTABLISHMENT OF SPECIAL ACCOUNT WITH APPROPRIATE STRUCTURE AND OPERATIONAL PROCEDURES	NOT YET DUE
ART. IV, SEC. 4.02	M3	08/07/91	8	BY 9/30/91, OBTAIN FUNDS FROM GOI OR OTHER SOURCES FOR ENVIRONMENTAL STUDY CENTERS UNDER PART B(V) OF THE PROJECT.	NOT YET DUE
ART. IV, SEC. 4.01(B(1)	M1	08/07/91	8	ESTABLISH SPECIAL ACCOUNT FOR EACH FY AUDITED IN ACCORDANCE WITH APPROPRIATE AUDITING PRINCIPLES.	NOT YET DUE
ART. IV, SEC. 4.01(B(11)	M1	08/07/91	8	ANNUAL SUBMISSION OF AUDITED PROJECT ACCOUNTS AND PCR WITHIN SIX MONTHS AFTER LOAN CLOSING	NOT YET DUE
SCH. 5, 1(A)	M1	08/07/91	8	CARRY OUT PROJECT IN ACCORDANCE WITH HIGHER EDUCATION PROGRAM GUIDELINES AND ACTION PLAN SATISFACTORY TO BANK.	NOT YET DUE
SCH. 5, 1(B)	M1	08/07/91	8	PREPARE AND FURNISH TO BANK A REPORT ON IMPLEMENTATION OF PREVIOUS FY'S BUDGET FOR BORROWER'S HIGHER EDUCATION PROGRAM BY 12/31 OF EACH YEAR COMMENCING ON 12/31/91	NOT YET DUE
SCH. 5, 1(C)	M1	08/07/91	8	PREPARE AND FURNISH TO BANK SEMI-ANNUAL PROGRESS AND EVALUATION REPORTS FROM APRIL-SEPTEMBER AND OCTOBER-MARCH OF EACH YEAR.	NOT YET DUE.
SCH. 5, 1(D)	I	08/07/91	8	CPIU TO BE STRENGTHENED BY APPOINTING THREE ADDITIONAL PROFESSIONAL STAFF BY 7/31/91	THREE ADDITIONAL PROFESSIONAL STAFF APPOINTED TO CPIU JUNE 91.
SCH. 5, 1(E)	I	08/07/91	8	BY 12/31/91 ACTION PLAN TO MAKE ESC AS PART OF UNIVERSITY AND APPOINTMENT OF FULL-TIME CORE STAFF, AND GIVE FULL CREDIT TOWARDS STAFF ACTIVITIES.	NOT YET DUE

\*\*\*\*\*STATUS CODES\*\*\*\*\*  
 1=UNAVAILABLE  
 2=IN COMPLIANCE  
 3=PARTLY COMPLIED  
 4=NOT IN COMPLIANCE  
 5=TO BE WAIVED/DELETED  
 6=NO LONGER RELEVANT  
 7=BE AMENDED  
 8=NOT YET DUE  
 \*\*\*\*\*

\*\*\*\*\*COVENANT TYPE CODES\*\*\*\*\*  
 INSTITUTION- I=CREATE/REVISE/UPDATE ORGANI-  
 ZATIONS; IMPROVE MGMT & MIS;  
 NAL: AGREEMENTS BETWEEN OR WITH  
 AGENCIES  
 MANAGER- M1=SUPERVISION OF IMPLEMENTA-  
 TION (PLAN/ACTION/REPORTING  
 IAL: INCL. PROCUREMENT ACTION,  
 DEVELOP ACCOUNTING SYSTEM)  
 M2=ADEQUATE TRAINING POGRAM  
 M3=WORK PROGRAM/BUDGET PREP'D  
 FINANC- F1=SIGNING OF SUBSIDIARY  
 IAL: AGREEMENT  
 F2=RATES OF RETURN  
 F3=COST RECOVERY & INT. RATES  
 \*\*\*\*\*

\*\*\*\*\*COVENANT TYPE CODES\*\*\*\*\*  
 F4=SELF-FINANCING RATIO  
 F5=DEBT/EQUITY RATIO; DEBT SERVICE RATIO  
 F6=PRICING OF PRODUCTS  
 F7=PROVISION OF LOCAL FUNDS  
 F8=PREPARE SECTOR INVESTMENT PROGRAM  
 F9=LEVEL OF OUTSTANDING ARREARS  
 F10=ASSET REVALUATION; DEPRECIATION  
 TECHN- T1=CONSTRUCTION STANDARDS  
 CAL: T2=LAND ACQUISITION & MAPPING  
 T3=SITE SELECTION  
 T4=DETAILED ENGINEERING  
 T5=ENSURE O & M PLAN & FUNDING  
 T6=ENVIRONMENT  
 OTHERS: OTH=OTHERS  
 \*\*\*\*\*



PFACR113 - ARCS DATA INPUT REVIEW FORM

Project ID : 4INSPA240 Project Name : HIGHER EDUCATION II Task Manager : YOU

Loan/Credit Number : L33110 Audit Covenant Paragraph Reference : LA 4.01

Audit report requirements for this Loan / Credit :

Executing Agency : DIRECTOR-GEN. OF HIGHER EDUC. Executing Agency FYE (MMDD) : 0331

Type of Report	First Report Due Date	Temporary Suspension of Requirement (As of Date)	Delete Requirement? (Y/N)
Financial Statements :			
Project Accounts :	12/31/1992		
Statement of Expenditures (SOEs) :	12/31/1992		
Special Accounts :	12/31/1992		

Executing Agency : MINISTRY OF EDUC. & CULTURE Executing Agency FYE (MMDD) : 0331

Type of Report	First Report Due Date	Temporary Suspension of Requirement (As of Date)	Delete Requirement? (Y/N)
Financial Statements :			
Project Accounts :	12/31/1992		
Statement of Expenditures (SOEs) :	12/31/1992		
Special Accounts :	12/31/1992		

\*\*\*\*\*COVERING THE COSTS\*\*\*\*\*  
 1-SELF FINANCING RATIO  
 2-OPERATING RATIO (ONLY SERVICE RATIO)  
 3-PROVISION OF LOCAL FUNDS  
 4-GENERAL SECTOR INVESTMENT PROGRAM  
 5-LEVEL OF INVESTMENT SPENDING  
 6-DETAILED ENGINEERING  
 7-CONSTRUCTION STANDARDS  
 8-ACQUISITION & MAINTENANCE  
 9-DETAILED ENGINEERING  
 10-PLANNING & FINANCING  
 11-ENVIRONMENT  
 12-OTHER

\*\*\*\*\*RELEVANT TYPE CODES\*\*\*\*\*  
 1-OPERATING RATIO  
 2-OPERATING RATIO (ONLY SERVICE RATIO)  
 3-PROVISION OF LOCAL FUNDS  
 4-GENERAL SECTOR INVESTMENT PROGRAM  
 5-LEVEL OF INVESTMENT SPENDING  
 6-DETAILED ENGINEERING  
 7-CONSTRUCTION STANDARDS  
 8-ACQUISITION & MAINTENANCE  
 9-DETAILED ENGINEERING  
 10-PLANNING & FINANCING  
 11-ENVIRONMENT  
 12-OTHER

August 7, 1991

Dr. O. Simbolon  
Project Director  
Higher Education Development Project  
Department of Education and Culture  
Jalan Jenderal Sudirman  
Jakarta, Indonesia

Dear Dr. Simbolon:

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- (b) procurement of the bibliographic network system should be expedited as much as possible. Advice should be sought from the National Library on suitable systems, and bids invited only from companies offering such systems and with whom you would be willing to sign a contract. We look forward to receipt of a copy of the draft request for proposals and of the short list for our review and comments before the proposals are invited;
- (c) funds should be provided for coordination meetings for the integration of HEMES and SINAS. Output reports and search capabilities should be designed to serve DGHE staff at all levels and key staff should be trained in the near future in the use of the system to enable them to take full advantage of it; and
- (d) brand names should be removed from the MIS equipment specifications for IKIP Medan and a careful scrutiny made of both the hardware and software to be procured.

In addition, for the Second Project, the mission made the following recommendations:

- (a) provision of supplementary budgetary allocations for the Project for FY91/92 should be expedited as much as possible;

- (b) if OECF funds are not forthcoming for the ESC in-country training component, alternative funding should be sought immediately and the Bank kept informed; and
- (c) draft bid documents to be used in selection of consultants for the five major studies, including terms of reference, draft contract forms and proposed shortlists should be forwarded to the Bank for its review and comments before they are issued.

For both Projects, the mission recommends that you begin immediately, if you haven't already, to prepare the necessary documentation required for preparation of the FY90/91 audits so as to meet BPKP's auditing schedule. This will help to avoid delays in submission of the audit reports as in the past.

We urge you to carry out these recommendations as soon as possible. A copy of the final Aide-memoire will be forwarded separately.

In addition, we look forward to receipt under the first Project of:

- (a) the draft contracts for procurement of books and journals for our review and comments before they are negotiated; and
- (b) the request for funding from the Loan for finishing the construction of and providing electrical and mechanical services for the Rektorat at IKIP Medan. The contract for this work should be distinct from the general building contract and the contractor's performance should so far be satisfactory. Please include the contractor's name and proposed contract amount;

and under the Second Project of the official letter announcing the appointment of the three additional staff to the CPIU along with their curricula vitae, in order to fulfill the requirements of the covenant in Schedule 5, para. 1(d) of the Loan Agreement.

Also in this regard, we would like to confirm the mission's no objection to:

- (a) your proposal to construct additional small civil works at several institutions already aided under the project and new biology and chemistry laboratory buildings at Universitas Cenderawasih (all as listed in the document handed to the mission titled 'DIP/PO Tahun 1991/92 yang Telah Terbit, Loan 2944-IND (Proyek Bank Dunia XXI)'); and
- (b) the list of prequalified contractors for the Cenderawasih construction attached to your letter dated June 18, 1991, also handed to the mission.

We would also like to remind you of the need to prepare progress reports in time for use by the planned Bank review mission to take place later this year. In addition, drafts of the required reports for both Projects on the implementation of the previous fiscal year's budget for the GOI higher education program and a proposed budgetary allocation for the program for the

following fiscal year, should also be prepared by that time for review by the mission.

With kind regards,

Sincerely yours,

*Juban Shanley*

*h*

Clifford W. Gilpin  
Division Chief

Population and Human Resources  
Country Department V

Director, Academic Affairs, DGBE  
Director, Research and Community Affairs, DGBE  
Director, Private Higher Education, DGBE  
Director, Student Affairs, DGBE  
Secretary, DGBE  
Head, Bureau of Planning  
Head, Bureau of International Cooperation  
Head, Bureau of Finance  
Head, Bureau of Supplies  
Head, DGBE Monitoring Team

Vice Chairman, RABEMAS  
Deputy for Social and Cultural Affairs  
Deputy for Operational Control  
Bureau Chief, Education and Culture  
Bureau Chief, Project Monitoring

Director General for Monetary Affairs  
Director, Development Budget  
Director, Budget Administration  
Director, External Finance

Project Director, Loans 2244 & 2311-IND  
Project Director, Loans 2247-IND

Chief, Operations Unit  
Senior Operations Officer  
Operations Officer (W)

INDONESIA

Second University Development Project (Loan 2547-IND)  
Higher Education Development Project (Loan 2944-IND)  
Second Higher Education Development Project (Loan 3311-IND)

Review Mission - June 1991

Aide-Memoire

Distribution:

Messrs.

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	Bambang	Director, Academic Affairs, DGHE
Mme.	Oetit	Director, Research and Community Affairs, DGHE
	Yuhara	Director, Private Higher Education, DGHE
	Enoch	Director, Student Affairs, DGHE
	Oetomo	Secretary, DGHE
	Pongtuluran	Head, Bureau of Planning
	Subekti	Head, Bureau of International Cooperation
	Mannawi	Head, Bureau of Finance
	Zaenal	Head, Bureau of Supplies
	Djauhari	Head, DGHE Monitoring Team

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	Tilaar	Bureau Chief, Education and Culture
	Zulkarmain Djamin	Bureau Chief, Project Monitoring

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	Surjaatmadja	Director General for Monetary Affairs
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	Hutagalung	Director, Budget Administration
	Anwar Jusuf	Director, External finance

Central Project Implementation Units

	Simbolon	Project Director, Loans 2944 & 3311-IND
	Makin	Project Director, Loans 2547-IND

Resident Staff Indonesia

	Sabeti	Chief, Operations Unit
	Deen	Senior Operations Officer
	Rooskandar	Operations officer (N)

Montague/Demetriou, June 21, 1991

INDONESIA

Second University Development Project (Loan 2547-IND)  
Higher Education Development Project (Loan 2944-IND)  
Second Higher Education Development Project (Loan 3311-IND)

Review Mission - June 1991

Aide-Memoire /1

1. This Aide-Memoire records the findings and recommendations of a review mission /2 that visited Indonesia in June 1991. The purpose of the mission was primarily to introduce Ms. Ruth Montague to the staff of the Higher Education Projects and prepare the Central Project Implementation Units (CPIUs) for a comprehensive review of all three projects in October/November 1991. The mission discussed: (a) Loan 3311-IND (signed in May 1991)--start-up activities and DIP allocations; (b) Loan 2547-IND--issues surrounding the sustainability of the Inter-University Centers (IUCs), preparation of Actions Plans, and justification for extending the closing date; and (c) Loan 2944-IND--overall progress, overlap of activities with the new loan, extent of loan utilization and the need for extending the closing date. The mission visited the University of Gadjah Mada (UGM) in Yogyakarta and discussed IUC matters with several IUC Directors. The mission would like to express its sincere appreciation for the hospitality and cooperation of CPIU, Directorate General of Higher Education (DGHE) and UGM staff.

Summary and Recommendations

2. At the wrap-up meeting with Dr. Bambang Suhendro and Project Directors, Dr. Simbolon and Dr. Makin, it was agreed that the following actions recommended by the mission would be expedited:

Loan 2547-IND

- (a) standardize the format and explicitly state objectives and related actions in the preparation of the IUC Action Plans (para. 3);
- (b) include training for routine equipment maintenance in the IUC Action Plans; consider overseas specialized technician training (para. 4);
- (c) correct the structural problem at the UGM IUC as soon as it is identified (para. 6);

Loan 2944-IND

- (d) make further efforts to address the issues surrounding the future operation of the Technology (Growth) Centers (para. 11)

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/1 The mission's views expressed in this Aide-Memoire are subject to review by Bank management.

/2 The mission comprising Ruth Montague (AS5PH) and Vas Demetriou (AS2PH) devoted about 6 days to review all three Higher Education Projects (Loans 2547, 2944 and 3311-IND).

- (e) expedite procurement of the bibliographic network system and seek assistance from the National Library; invite bids from companies offering acceptable systems; (para. 12)
- (f) provide funds for coordination meetings for the integration of the Higher Education Monitoring and Evaluation System (HEMES) and the National Information System and Network (SINAS); design output reports and search capabilities to serve DGHE staff at all levels; train key staff to make full use of the system (paras. 17, 18);
- (g) remove brand names from the management information system (MIS) equipment specifications for the Teacher Training College (IKIP) Medan and carefully scrutinize the software to be procured (para. 24)

#### Loan 3311-IND

- (h) expedite provision of adequate budgetary allocations for FY91/92 (para. 25);
- (i) seek alternative funding for in-country training for the Environmental Study Center (ESC) component if OECF funds are not forthcoming; and keep the Bank informed of the outcome (para. 27);
- (j) send final draft documents including terms of reference (TORs) and proposed shortlist for the five major studies to the Bank for its review and comments before their issuance (para. 30); and

#### General Matters

- (k) follow up on the outstanding Special Account audit report; arrange for the timely submission of future audit reports (paras. 35, 36).

#### Review of Loan 2547-IND

#### Preparation of Action Plans for the Inter-University Centers (IUCs)

3. Due to a misunderstanding on the dates of the mission's visit, deadlines for the completion of Action Plans by each IUC were set two days before the mission's departure and a general meeting is to be held on June 25 to discuss these plans and set up an agenda for a more comprehensive review in October/November 1991. Very useful discussions on a number of aspects of the IUC operations were held at UGM where the mission was also able to observe a training seminar organized by the Food and Nutrition IUC with assistance from foreign experts under the Midwest Universities Consortium of International Activities, Inc. (MUCIA) technical assistance contract. The mission reviewed the three Action Plans submitted early and although there are some excellent reports, more effort is needed to standardize the format and state objectives and related actions in a more explicit fashion. Indicators for monitoring purposes should also be identified. A sample was provided to help the IUCs focus on their broad objectives and related actions with specific deadlines and monitoring indicators. The mission suggested that Dr. Makin proceed with the proposed seminar on June 25 and use the opportunity to explain further to

## INDONESIA

### Second University Development Project (Loan 2547-IND) Higher Education Development Project (Loan 2944-IND) Second Higher Education Development Project (Loan 3311-IND)

Review Mission - June 1991

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the IUCs how to prepare these plans on the basis of a brief and more focussed format. Philosophical questions on the IUC mandate and a discussion on expected functions when they become fully operational in 1993, should be initiated by the DGHE in perspective with the new autonomy law.

#### Preparation of Plans for Routine Maintenance at the IUCs

4. No real plans have so far been drawn up by the IUCs for routine maintenance programs for their laboratory and research equipment. The IUCs are, however, employing some laboratory technicians, and one Institute of Agriculture, Bogor (IPB) technician has been trained abroad. In addition, several IUCs have sent staff abroad, using their own funds, for instrumentation training, that is, calibration rather than maintenance. The CPIU is proposing that the technician training be given in Indonesia by visiting experts rather than overseas. Although some of these experts have been identified by the IUCs, no concrete plans have been made. Maintenance training requirements should be included in the IUC Action Plans. The mission recommends that consideration also be given to some overseas training. Final plans and actions are necessary in the near future due to the limited time remaining in the project.

5. Some IUCs have begun inventories of their lab and research equipment and this practice should be extended to all IUCs. The supply and resupply of consumables such as chemicals are being provided from research project funds.

#### Structural Problem at UGM IUC

6. Funds have been included in the FY91/92 budget to cover a study of this problem. Although the TORs of the study have been prepared and three private consulting firms have been prequalified, no proposals have yet been solicited. The CPIU estimates, however, that the study will be completed within three to four months. After the consultant has identified the cause of the problem and has recommended corrective actions to be taken, the Government of Indonesia (GOI) should act immediately to undertake the work.

#### Changes in the MUCIA Billing System

7. Reporting by MUCIA on both academic matters/student performance and financial affairs has been satisfactory. There is, however, one matter that needs clarification. The initial contract deposit of US\$5.6 million made by GOI is not mentioned in any of the financial statements, although the contract states that interest on this if any, should be credited to the GOI. The mission suggested that the CPIU consult the Ministry's legal department on how and when to raise this issue with MUCIA.

#### Selection of Titles for Commercial Publication

8. The IUCs are in the process of identifying books that may interest commercial publishers. The mission requested the CPIU to prepare a status report for the October/November mission.

### Instructional Materials Production

9. The National Development Planning Agency (BAPPENAS) has reached agreement on the unit costs of many instructional materials prototypes awaiting production but experiencing problems because of the low rates previously permitted. This is a positive development and materials that have waited for over a year may now be put into production. The CPIU was requested to evaluate the impact of this action and prepare new estimates for materials production for the remainder of the project implementation period. This matter would be discussed further during the October/November mission.

### Review of Loan 2944-IND

#### Improvement of Private Higher Education - Growth Centers

10. The component covers the creation of four Growth Centers (renamed Technology Centers in the Second Higher Education Development Project (HEDP II)) within the existing Regional Coordinator for Private Higher Education (KOPERTIS) structure to be used by private universities in the area. The component comprises: (a) labs for mathematics, physics, chemistry and biology; and library and other ancillary facilities; (b) related staff training; and (c) operational and administrative support. The emphasis so far has been on the construction of the physical facilities. Physical progress has been slow and at some locations bidding has been unsuccessful. Completion rates for buildings under construction are: KOPERTIS I (Medan)--35%; KOPERTIS II (Semarang)--85%; and KOPERTIS III (Surabaya)--10%, recently awarded after a long delay due to a site dispute. The Ujung Pandang center, KOPERTIS IX, is conducting its third bidding after two unsuccessful tries resulted in prices 30% higher than the estimates. A pre-bid meeting is scheduled for June 27.

11. Questions raised by the November 1990 review mission relating to the operational aspects of these Centers have not yet been adequately addressed. The mission is particularly concerned that mechanisms for the operation of these centers be designed and in place by the time of their completion. For example, logistics for the use of the facilities, fees to be charged, funding and responsibility for provision of consumable materials should all be determined. All these and other points were discussed in detail in the November 1990 Aide-Memoire. A report in Bahasa Indonesia has been prepared and an English translation should be forwarded to the Bank for review and comment.

#### Bibliographic Network System

12. Proposals for the supply and installation of this system have not yet been solicited. The Library Development Unit (LDU) in the DGHE is preparing the request for proposals based on the report prepared last year by the library automation consultant supplied by the British Council. (See the Aide-memoire for this project dated October 1990, paras. 9-12. The British Council is also assisting with preparation of the request for proposals under a new agreement reached with them for FY91/92, which will provide some training, technical assistance, books and assistance with automation.) Although three potential suppliers were shortlisted last year from eight who applied for prequalification, the Ministry of Education and Culture (MOEC) has

not yet approved this list as they normally prefer that five suppliers participate in a bid. The three were chosen with the assistance of the library automation consultant, and the LDU will now seek further advice on the shortlist from the University of Indonesia's (UI) computer center, PUSILKOM, and possibly from Institute of Technology, Bandung (ITB). The mission also recommends that: (a) the National Library also be asked to comment on the shortlist and provide the reasons they chose a particular vendor to provide their automation; and (b) the final shortlist contain only those companies with which the CPIU/LDU would be willing to sign a contract for provision of the system.

13. The LDU estimates that the request for proposals and the approved shortlist will not be ready before October this year and hopes to receive bids by March 1992 with procurement and installation in FY92/93. The mission recommends that this procurement be expedited as much as possible and an effort be made to receive bids by the end of the year with evaluation and contract signing to follow very early in 1992.

14. The system when complete will link 45 post-secondary institutions including 12 resource centers. The first documents to be listed will include graduate theses and research results to help scholars avoid duplication. The system will also enable links with international databases.

#### Procurement of Books and Journals

15. BAPPENAS agreed on June 7, 1991, to the LDU's proposal for the central procurement of books and journals for 49 libraries at public post-secondary institutions throughout Indonesia. Contracts would be signed with local or foreign publishers, distributors/agents appointed by publishers, jobbers/library suppliers or bookstores and would list the name of the publisher, the number of books or journals to be supplied and a total contract amount. The book contracts would run for 30 months while the journal contracts would last several years. Pre-payment of journal subscriptions would be allowed. The services to be provided and the discounts on the price of the publications would be negotiated with each supplier. Services should include information on less expensive versions of publications that might be available, always, of course, respecting international copyright laws.

16. Draft contracts are being drawn up for this procurement which will be carefully translated into English and forwarded to the Bank for its no objection. The contracts would be signed in either English or Bahasa Indonesia. The institutions are being asked now to provide lists of desired books and journals (of which about 500 titles will be core science and engineering journals to be sent to all relevant institutions in addition to about 1,100 specialized journals) and the LDU is hoping to sign contracts by December 1991 with delivery of the books and journals to begin by early 1992.

#### Management Information System (SINAS DIKTI)

17. The educational indicators under HEMES were discussed and the mission was informed that previous comments relating to data errors and distortions are being addressed. The mission will forward a summary of indicators from two consecutive years illustrating some of these distortions and errors. The mission was assured that the new system would incorporate

data input error checks to ensure that obvious mistakes are avoided. The mission also stressed that practical experience gained under HEMES at UGM, should not be lost when the new system starts under the DGHE, and necessary resources to fund coordination meetings with UGM and PUSILKOM staff responsible for the system design should be provided to enable closer cooperation and consultation.

18. Progress in the implementation of SINAS has been relatively slow, particularly DGHE involvement in the process. However, the prototype with sample data from 22 public universities, is now ready for testing. The Working Group indicated that the DGHE will start its review in July 1991. The mission emphasized the importance of feedback at this stage especially from top managers at DGHE if major changes are to be avoided later. Moreover, as the design should be flexible enough to provide management information to all user groups, a special effort should be made to design the output reports and search capabilities to serve managers and planners at different levels in the DGHE. When this system becomes fully operational, the current SIMES (HEMES) started under the first University Project (Loan 1904-IND) at UGM would be phased out, but data collected under HEMES would be incorporated into the new system.

19. Potential risks to the success of this system such as the capacity and capability limitations in the Planning and Information Bureaus at the universities and the DGHE, should be eliminated or minimized. The mission strongly recommends training of key staff in these bureaus and the DGHE to ensure that they are adequately prepared to make full use of the system, particularly in analysis techniques, presentation and preparation of summary reports.

20. The issue of responsibility for the MIS was discussed. Under the present system, universities have computer centers in one of their two bureaus, that take care of information. The mission was informed that Regulation Number 30 of July 1990 allows the creation of up to five bureaus at the universities: (a) academic affairs; (b) student affairs; (c) finance; (d) system information and planning; and (e) general administration. DGHE will so far, however, only fund the cost of the two original bureaus (academic and student affairs and administration) so if a university wants more than two it must bear the cost itself. In the case of UGM the mission was happy to observe that equipment purchased under the Bank loan was coded and incorporated into the university MIS. However, a uniform information system under standard guidelines should be the goal, and the proposed system information and planning bureaus in each university should be designed to undertake the task.

#### Introduction of Output Indicators to the Existing Educational Indicators.

21. No action has been taken for the design and incorporation of output indicators in the MIS. The mission requested that draft proposals be prepared for discussion during the October/November 1991 mission.

#### FY91/92 Budget

22. The budget for FY91/92 for this project is about US\$12.8 million equivalent. The Government will request an extension of the Closing Date from

December 31, 1991, to December 31, 1992, and the Bank will act upon this request later this year. This amount includes some civil works, furniture and equipment not previously planned at institutions at which work has previously been completed under the project. The civil works consists of small items at several institutions as well as new biology and chemistry laboratory buildings at Universitas Cenderawasih. In addition, funds will be provided for finishing of the administration building and provision of computing equipment for IKIP Medan (paras. 23 and 24). The mission gave its no objection to the addition of these works, furniture and equipment and to the list of prequalified contractors for the construction at Cenderwasih attached to the CPIU's letter dated June 18, 1991, to Mr. Gilpin, all to be confirmed by Bank management. Annex 1 lists additional no-objections. Funds also remain from previous fiscal years for the purchase of equipment for UI, for printing and masters and doctoral degree program (S2/S3) equipment, and for completion of civil works at various institutions. In total, about US\$138.2 million of the US\$140.3 million loan has been committed leaving only about US\$2.1 million uncommitted. All funds are expected to be expended by the revised Closing Date.

#### Rektorat at IKIP Medan

23. The Rektorat at IKIP Medan was contracted outside this project and is nearing completion, but without essential finishing, mechanical and electrical services because of fund shortages. The original contract was about Rp 3.0 billion. It is now estimated that an additional Rp 0.8 billion will be required to finish the building and provide electrical and mechanical services. The CPIU indicated that these additional works would be negotiated with the same contractor, and requested Bank assistance under the loan. The mission agreed to submit this request to the Bank's management for consideration provided the contract is distinct from the general building contract and the contractor's performance under the existing contract is satisfactory. Particulars of the contractor's name and the contract amount after negotiations should be furnished to the Bank for review as soon as possible.

#### Equipment List for MIS at IKIP Medan

24. The mission reviewed the list of equipment proposed for the MIS at IKIP Medan and suggests that brand names be removed. In special cases the brand name may be stipulated to provide suppliers an idea of what is required in the absence of performance specifications, but it should be noted that "equivalent" is also acceptable. In addition, further review is required to balance the range of sophistication in the proposed equipment. In some cases 286/16 Mhz computers which are now gradually becoming obsolete in most countries are included with other more advanced equipment such as Laserjet III D printers, for example. The mission feels that Laserjet III printers or equivalent should be adequate and at more reasonable prices. Cost estimates also appear to be imbalanced with some items estimated too high compared with internationally published list prices. It should be noted that these items are discounted by many suppliers at prices significantly lower than published prices. Consequently, overall costs for this package may be lower than estimated. With respect to some software requested, it is not clear why IKIP Medan needs SAS or other costly packages. These should be carefully scrutinized by a technical committee knowledgeable in software as well as in

IKIP's intended use of such software. Text scanners are not recommended as they invariably fail to perform as advertised. The library software should conform with the system configurations endorsed by the LDU.

Review of Loan 3311-IND (HEDP II)

FY91/92 Budget

25. The mission was disappointed to learn that budgetary allocations for this project in the FY91/92 DIP reflect about 50% of the estimated levels envisaged at appraisal. This would result in slower than anticipated implementation and lower disbursements during the first year. A comparison of SAR investment estimates in US\$ million and the proposed DIP provisions for FY91/92 is presented below:

	SAR Estimates				Allocation <sup>/3</sup> for 91/92	
	91/92	92/93	93/94	Total	Amount	% SAR
1. Civil Works	8.4	11.0	6.0	25.4	0.0	0
2. Equipment/furniture/books	6.7	34.1	8.4	49.1	1.2	18
3. Overseas training	4.4	8.6	10.5	23.6	2.9	66
4. In-country training	24.1	27.7	45.6	97.3	18.6	77
5. Technical assistance	3.1	4.1	3.8	11.1	1.0	32
6. Research	3.9	4.5	7.7	16.1	2.5	64
7. Project Management	1.8	2.2	4.0	8.0	0.7	39
Totals	52.4	92.1	86.0	230.5	26.9	51

To make up for the deficits, if project targets are to remain the same, activities and budget allocations for years 2 and 3 would need to be significantly increased. The CPIU will also try to secure supplementary funding for FY91/92 to eliminate at least part of this problem. The mission strongly urges high level discussion of this issue with Ministry of Finance and BAPPENAS to resolve potential problems.

Environmental Study Centers (ESC)

26. The mission met with Mr. Oda of OECF's Jakarta office to discuss recent revisions in OECF's proposed agreement with GOI for funding a portion of the project's ESC component. The revisions include:

- (a) no OECF funding is to be provided for in-country training. Mr. Oda explained that just before the recent IGGI meeting earlier this month, OECF decided that it will no longer finance in-country training. OECF staff in Tokyo requested an exception in the case of this project, as they had appraised it prior to the ruling. Although this request went all the way to the President of OECF, the exception was not granted. This also means that the amount of the OECF loan has been reduced from the expected US\$9.6 million to

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<sup>/3</sup> Proposed allocation under discussion.

US\$8.1 million although as this amount includes higher than estimated technical assistance costs, about US\$3.1 million will still be needed for the in-country training component;

- (b) 50% or more of the overseas fellows must study in Japan. Previously, the requirement was that "as many as possible" were to study in Japan. It is unclear why this revision was made; and
- (c) the OECF project implementation period is to be five years. This period has been increased from the three year project period of the Bank-funded project, apparently to allow fellows scheduled for study in Japan to learn the language first.

27. The lack of OECF financing for in-country training means, according to Section 4.02 of the Loan Agreement, that the GOI must seek funding for this item from other sources outside Indonesia. Mr. Oda mentioned that he will also investigate the possibility of financing this item from a separate OECF fund available for Indonesia. If OECF funds are not forthcoming, GOI should look for other external financing, or request a revision in the Loan Agreement to allow absorption of this cost either from the in-country training category of Schedule 1 or from the unallocated amount.

28. As for the requirement that more than half the fellows study in Japan, the Government will make an effort to seek out qualified Indonesians who already speak some Japanese for award of the fellowships. The mission will discuss with the World Bank's Legal Department the implications of the proposed five-year implementation period.

29. Although OECF has no special budget for supervision of its projects, two OECF representatives will visit Jakarta later this year and the mission suggested that they or a resident staff person, participate in the Bank's October/November review mission. The mission also recommends that in future GOI inform the Bank of problems with this component as soon as they occur and that the Bank make a special effort to communicate with OECF on this component.

#### Studies

30. A study coordination and liaison committee of three high level staff from ITB and UI has been appointed to prepare for and conduct selection procedures for consultants to undertake the five major studies planned under the project (tracer study, employer survey, higher education unit costs, strategy paper on private higher education and fellowship follow-up study). Terms of reference are currently under preparation. The final draft documents to be used in the selection process are expected to be completed by mid-August 1991 and, along with the proposed shortlist, should be sent to the Bank for its review and comments before being distributed to consultants.

31. It is important for the committee to note that according to the Loan Agreement for this project (Schedule 4, Section II), consultants must be selected on the basis of the "Guidelines, Use of Consultants by World Bank Borrowers and by The World Bank as Executing Agency" published by the Bank in August 1981. The Guidelines state that "Unlike procurement of goods and civil works, there is no requirement for competitive bidding with the award being

made to the lowest evaluated bid when borrowers obtain consulting services for Bank-financed projects" (Part II, para. 2.01). Therefore the committee's documents should refer to selection documents, selection procedures or proposals rather than to bidding documents, bidding or bids. Also please note that price can be taken into account in addition to the technical evaluation in certain types of consultant contracts (Guidelines, para. 2.28 - 2.38) so a two-envelope system as mentioned in the Schedule of Activities for Policy Studies Coordination and Control provided to the mission, may not be necessary or desirable.

#### CPIU Staffing

32. Three additional professional staff have recently been appointed to the CPIU as follows:

Ir. Tommy Ilyas	Procurement Officer
Ir. Agus Kanda	Polytechnic Coordinator
Dr. Muhammadi	ESC Coordinator (to be confirmed)

An official letter announcing their appointment will be forwarded to the Bank along with their CVs. The mission will recommend to Bank management that these appointments be accepted in fulfillment of the covenant listed in Schedule 5, para. 1(d) of the Loan Agreement.

33. In addition, the Government recently sent a letter to the Bank announcing the appointment of Dr. O. Simbolon as Director of the CPIU and Ibu Ima Maskan as head of UKKP, which satisfy, respectively, the Loan covenant listed in Schedule 5, para. 1(d) and the condition of disbursement for equipment, etc. for strengthening the university library system.

#### Technical Assistance for Management of Overseas Fellowships

34. The mission was informed that existing arrangements under Loan 2944-IND for management of overseas fellowships (with DAAD, SFERE, BC and WUSC) would be renegotiated to cover new fellowships under this loan. The mission agreed that continuation of some of these arrangements was anticipated at appraisal and that it would present no problem. Compared with the MUCIA contract under Loan 2547-IND, charges from these agencies for similar services are substantially lower (less than 10%).

#### General Matters

##### Accounts and Audits

35. Audits are up-to-date in all three projects except for the FY89.90 audit of the Special Account under Loan 2944-IND, which is now seriously overdue. This audit was done in February 1991 by GOI's audit office (BPKP) although the report has not yet been issued by them. Unfortunately, a letter can now be expected from the Bank advising GOI and the CPIU that further replenishment of the special account, will not be allowed until the outstanding audit of the Special Account is submitted. The mission recommends and, indeed, urges the CPIU to follow up this matter with BPKP and BAPPENAS in



an effort to expedite the submission before disbursements are severely delayed.

36. In this regard, the mission would also like to urge both CPIU's to begin immediately to prepare the required accounts and documents necessary for the FY90/91 audits so that they will be ready in good time to meet BPKP's auditing schedule. In future, every effort must be made to avoid delays of this kind. All FY90/91 audits are due by December 31, 1991.

37. Also the Bank hopes in future to be able to field staff or consultants to review on a random basis the back-up documentation for the projects' statements of expenditure as mentioned in all three staff appraisal reports.

Next Review Mission

38. As discussed with the CPIUs, the Bank plans to send a large mission of four to five staff and consultants for 10 days to 2 weeks in October/November 1991, to review in-depth, all aspects of implementation of all three projects. In preparation for this mission, progress reports should be prepared for the three projects as required by the SARs and Loan Agreements. In addition, it should be noted that under the terms of the Loan Agreements for 2944 and 3311-IND, reports are to be prepared each year and furnished to the Bank for its comments, on the implementation of the previous fiscal year's budget for the GOI higher education program and a proposed budgetary allocation for the program for the following fiscal year, and thereafter, taking into account the Bank's comments, if any, make the required budgetary allocations for the following fiscal year. The review mission would also expect that drafts of these reports would be ready for its review during its visit.

Procurement - Loan 2944-IND

During its visit, the mission gave its no objection to recommendations for award of equipment and civil works contracts to the lowest evaluated responsive bidders as follows (these no-objections will be confirmed upon the mission's return to Washington):

Equipment

<u>Supplier</u>	<u>Amount</u>
Laboratory equipment for IPB (with letter dated May 30, 1991):	
CV Kurnia Jaya	US\$ 216,357
	Yen 3,132,307
PT Pelangi Jaya Permai	SEK 141,739
Printing presses (with letter dated May 30, 1991):	
PT Bimantara Bayu Nusa	DM 371,828
PT Kreasi Hasta Mitra P.	Yen 26,309,920
	US\$ 19,690
PT Sarana Ganesha Eka Pratama	US\$ 95,101
	DM 14,742

S2/S3 equipment (evaluation report handed to mission):/4  
Suppliers and contract amounts as listed in report

Civil Works

Contract for the construction of the Department of Chemical Engineering at UGM signed with PT. Rahayu Trade Contractors in amount Rp 1,225,989,000 (with letter dated April 26, 1991). /5

Study

Contract for a study of the development of the accounting system of higher education finance management to be signed with Cantor Akuntan Public Hans Tuana Kotta and Mustafa in amount Rp 211,875,356 (with letter dated May 7, 1991). /6

/4 The CPIU plans to procure items in this tender for which suitable bids were not received by LCB procedures after repackaging. The mission requested that CPIU send an official letter to the Bank seeking its no objection to this procedure and enclosing the repackaged lists and specifications.

/5 The mission suggests that as the lowest bidder for this and another civil works bid was twice not responsive, he be dropped from the list of contractors prequalified for construction at UGM.

/6 This is one of 16 additional studies proposed by the CPIU to be undertaken under the project. The October 1990 review mission suggested in its Aide-memoire, that before these additional studies are undertaken, a formal request for their inclusion be forwarded to the Bank along with brief TOR for each. This request has not yet been received.

PIIF

3311-IND Dipr request 9/1/92

counterpart funds

(Dalam Ribua Rupiah)

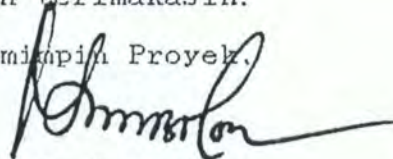
Proyek (DIP)	Dana Sumber "loan" ( RPLN )			Sebagai Pendamping Rupiah Murni		Jumlah Anggaran	Keterangan
	Tanpa dana Pendamping	Memerlukan dana Pendamping	Jumlah total	%	Jumlah	total	
2	3	4	5 = (3+4)	6	7	8 = (5+7)	9
P2T-UI	146.047.00	1.656.630.00	1.802.677.00	55	2.024.770.00	3.827.447.00	} Cat v
P2T- IKIP Jakarta	51.800.00	542.925.00	594.725.00	55	663.575.00	1.258.300.00	
P2T- IPB	69.067.00	1.833.637.50	1.902.704.50	55	2.241.112.50	4.143.817.00	
P2T- ITB	92.088.00	2.440.683.00	2.532.771.00	55	2.983.057.00	5.515.828.00	
P2T- UNPAD	51.800.00	1.175.332.50	1.227.132.50	55	1.436.517.50	2.663.650.00	
P2T- IKIP Bandung	---	530.145.00	530.145.00	55	647.955.00	1.178.100.00	
P2T- UGM	37.412.00	2.274.615.00	2.312.027.00	55	2.780.085.00	5.092.112.00	
P2T- UNAIR	29.497.00	815.917.50	845.414.50	55	997.232.50	1.842.647.00	
P2T- IKIP Malang	---	498.712.50	498.712.50	55	609.537.50	1.108.250.00	
P2T- UNHAS	---	803.065.50	803.065.50	55	981.524.50	1.784.590.00	
P2T- UNDIP	---	223.155.00	223.155.00	55	272.745.00	495.900.00	
P2T- ITS	---	788.620.50	788.620.50	55	963.869.50	1.752.490.00	
P2T- UNIBRAW	---	220.077.00	220.077.00	55	268.983.00	489.060.00	
P2T- USU	---	105.592.50	105.592.50	55	129.057.50	234.650.00	
P2T- ISI	40.290.00	---	40.290.00	---	---	40.290.00	
P2T- UNLAM	75.000.00	---	75.000.00	---	---	75.000.00	- Cat III
PBLN	---	864.270.00	864.270.00	55	1.056.330.00	1.920.600.00	- Cat v
PPP	4.795.000.00	---	4.795.000.00	---	---	4.795.000.00	- Cat VI
PSIMPT	505.320.00	---	505.320.00	---	---	505.320.00	- Cat VII
PPPTS	18.560.00	63.252.45	81.812.45	55	77.308.55	159.121.00	- Cat VII, V
Politeknik	484.742.00	303.705.00	788.447.00	55	371.195.00	1.159.642.00	- Cat
P2T- BLN	9.267.661.00	801.072.00	10.068.733.00	55	979.088.00	11.047.821.00	
Jumlah	15.664.284.00	15.941.407.95	31.605.691.95		19.483.943.05	51.089.635.00	

Cdp 22 dups 15

Memperhatikan waktu yang sangat mendesak khususnya pembiayaan "In Country Training" (S2,S3,D3MIPA,PPI, dll), kami mohon dengan hormat kiranya penyediaan dana Rupiah Murni sejumlah Rp. 19.483.943.050,- tersebut di atas dapat disediakan oleh Direktorat Jenderal Pendidikan Tinggi.

Atas perhatian Bapak, kami mengucapkan terimakasih.

Pemimpin Proyek,



Dr. O. Simbolon

NIP. 130249839

Tembusan Yth.

1. Direktur Jenderal Pendidikan Tinggi
2. Sekretaris Ditjen Dikti
3. Direktur P3M Ditjen Dikti
4. Direktur PTS Ditjen Dikti

c/dp/gank

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8. 9. 21. 44 FROM WORLD BANK  
1054/2

MINISTRY OF FINANCE, JAKARTA, INDONESIA

WASHINGTON, DC - MAY 8, 1991

ADDRESSED TO HIS EXCELLENCY J.B. SUMARLIN, MINISTER OF FINANCE, INFORMATION COPIES DR. B. PARWOTO AND MR. YUSUF ANWAR, MINISTRY OF FINANCE, DR. SOEKIRMAN AND DR. TIJAAR, BAPPENAS, PROF. DR. SUKADJI RANUWIHARDJO, DG FOR HIGHER EDUCATION, MOEC, DR. HARYONO SUYONO AND DR. ABDULAH CHOLIL, BKKBN.

RE. FIFTH POPULATION AND SECOND HIGHER EDUCATION DEVELOPMENT PROJECTS

I AM PLEASED TO INFORM YOU THAT HIS EXCELLENCY, ABDUL RACHMAN RAMLY, AMBASSADOR, REPUBLIC OF INDONESIA, AND MR. ATILA KARAOSMANOGLU, REGIONAL VICE PRESIDENT, ASIA REGION, SIGNED DOCUMENTS ON FRIDAY, MAY 3, 1991, PERTAINING TO THE FOLLOWING TWO LOANS: (SATU) A LOAN OF US DOLLARS ONE HUNDRED AND FOUR MILLION (104 MILLION) EQUIVALENT FOR THE FIFTH POPULATION PROJECT (LOAN NO. 3298-IND), AND (DUA) A LOAN OF US DOLLARS ONE HUNDRED AND FIFTY MILLION (150 MILLION) EQUIVALENT FOR THE SECOND HIGHER EDUCATION DEVELOPMENT PROJECT (LOAN NO. 3311-IND). REGARDS, RUSSELL J. CHEETHAM, DIRECTOR, COUNTRY DEPARTMENT V, ASIA REGION, INTBAFRAD

TO : DR. O. SIMBOLON

FAX 584 765

1). PROYEK P2T UNIVERSITAS INDONESIA

1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B <i>angkatan (mm)</i>
1.	1989/1990	<i>now in 3rd year of studies</i> 131	1.441
2.	1990/1991	<i>2nd year</i> 100	1.200
3.	1991/1992	<i>1st year</i> 165	1.155
JUMLAH		396	3.796

PEMBIAYAAN : 3.796 x Rp. 500.000 = Rp. 1.898.000.000

2. PENDIDIKAN PROGRAM S3 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	13	143
2.	1989/1990	10	120
3.	1990/1991	20	240
4.	1991/1992	20	140
JUMLAH		63	643

PEMBIAYAAN : 643 x Rp. 550.000 = Rp. 353.650.000

3. PENDIDIKAN PROGRAM D3MIPA :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	182	728
2.	1989/1990	186	2.232
3.	1990/1991	190	2.280
4.	1991/1992	0	0
JUMLAH		558	5.240

PEMBIAYAAN : 5.240/12 x Rp. 650.000 = Rp. 284.050.000

*3 year program*

4. PERCEPATAN PENDIDIKAN INSINYUR (PPI) :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	Sebelum 1991/92	2.642	31.704
2.	1991/1992	560	4.480
JUMLAH		3.202	36.184

PEMBIAYAAN :  $36.184/12 \times \text{Rp.}380.000 = \text{Rp.} 1.145.700.000$

5. OPERASIONAL KONSORSIUM :

1.	KONSORSIUM AGAMA	= Rp. 36.511.750
2.	KONSORSIUM SASTRA & FILSAFAT	= Rp. 36.511.750
3.	KONSORSIUM ILMU SOSIAL	= Rp. 36.511.750
4.	KONSORSIUM ILMU EKONOMI	= Rp. 36.511.750
JUMLAH		= Rp. 146.047.000

srt.25/siswa

2). PROYEK P2T IKIP JAKARTA

1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1989/1990	60	660
2.	1990/1991	60	720
3.	1991/1992	80	560
JUMLAH		200	1,940

PEMBIAYAAN :  $1.940 \times \text{Rp.}500.000 = \text{Rp.} 970.000.000$

2. PENDIDIKAN PROGRAM S3 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	12	132
2.	1989/1990	9	108
3.	1990/1991	10	120
4.	1991/1992	10	70
JUMLAH		41	430

PEMBIAYAAN :  $430 \times \text{Rp.}550.000 = \text{Rp.} 236.500.000$

3. OPERASIONAL KONSORSIUM :

1. KONSORSIUM ILMU PENDIDIKAN = Rp. 51.800.000

JUMLAH = Rp. 51.800.000

srt.25/siswa



3). PROYEK P2T INSTITUT PERTANIAN BOGOR

1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1989/1990	210	2,310
2.	1990/1991	233	2,796
3.	1991/1992	250	1,750
JUMLAH		693	6,856

PEMBIAYAAN : 6.856 x Rp.500.000 = Rp. 3.428.000.000

2. PENDIDIKAN PROGRAM S3 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	24	264
2.	1989/1990	21	252
3.	1990/1991	18	216
4.	1991/1992	18	126
JUMLAH		81	858

PEMBIAYAAN : 858 x Rp.550.000 = Rp. 471.900.000

3. PENDIDIKAN PROGRAM D3MIPA :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	149	596
2.	1989/1990	109	1,308
3.	1990/1991	110	1,320
4.	1991/1992	0	0
JUMLAH		368	3,224

PEMBIAYAAN : 3.224/12 x Rp.650.000 = Rp. 174.850.000

4. OPERASIONAL KONSORSIUM :

1. KONSORSIUM ILMU PERTANIAN	= Rp. 69.067.000
JUMLAH	= Rp. 69.067.000

srt.25/siswa

3). PROYEK P2T INSTITUT PERTANIAN BOGOR

1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1989/1990	210	2,310
2.	1990/1991	233	2,796
3.	1991/1992	250	1,750
JUMLAH		693	6,856

PEMBIAYAAN : 6.856 x Rp.500.000 = Rp. 3.428.000.000

2. PENDIDIKAN PROGRAM S3 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	24	264
2.	1989/1990	21	252
3.	1990/1991	18	216
4.	1991/1992	18	126
JUMLAH		81	858

PEMBIAYAAN : 858 x Rp.550.000 = Rp. 471.900.000

3. PENDIDIKAN PROGRAM D3MIPA :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	149	596
2.	1989/1990	109	1,308
3.	1990/1991	110	1,320
4.	1991/1992	0	0
JUMLAH		368	3,224

PEMBIAYAAN : 3.224/12 x Rp.650.000 = Rp. 174.850.000

4. OPERASIONAL KONSORSIUM :

1.	KONSORSIUM ILMU PERTANIAN	= Rp. 69.067.000
JUMLAH		= Rp. 69.067.000

srt.25/siswa

4). PROYEK P2T INSTITUT TEKNOLOGI BANDUNG

1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1989/1990	279	3,069
2.	1990/1991	222	2,664
3.	1991/1992	250	1,750
JUMLAH		751	7,483

PEMBIAYAAN :  $7.483 \times \text{Rp.}500.000 = \text{Rp.} 3.741.500.000$

2. PENDIDIKAN PROGRAM S3 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	10	110
2.	1989/1990	10	120
3.	1990/1991	10	120
4.	1991/1992	10	70
JUMLAH		40	420

PEMBIAYAAN :  $420 \times \text{Rp.}550.000 = \text{Rp.} 231.000.000$

3. PENDIDIKAN PROGRAM D3MIPA :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	126	504
2.	1989/1990	123	1,476
3.	1990/1991	125	1,500
4.	1991/1992	0	0
JUMLAH		374	3,480

PEMBIAYAAN :  $3.480/12 \times \text{Rp.}650.000 = \text{Rp.} 188.500.000$

4. PERCEPATAN PENDIDIKAN INSINYUR (PPI) :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	Sebelum 1991/92	3,022	36,264
2.	1991/1992	451	3,608
JUMLAH		3,473	39,872

PEMBIAYAAN :  $39.872/12 \times \text{Rp.}380.000 = \text{Rp.} 1.262.740.000$

5. OPERASIONAL KONSORSIUM :

1.	KONSORSIUM MATEMATIKA DAN SAINS	= Rp. 46.044.000
2.	KONSORSIUM ILMU TEKNOLOGI	= Rp. 46.044.000
	JUMLAH	= Rp. 92.088.000

srt.25/siswa

5). PROYEK P2T UNIVERSITAS PADJADJARAN

1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1989/1990	120	1,320
2.	1990/1991	110	1,320
3.	1991/1992	150	1,050
JUMLAH		380	3,690

PEMBIAYAAN : 3.690 x Rp.500.000 = Rp. 1.845.000.000

2. PENDIDIKAN PROGRAM S3 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	25	275
2.	1989/1990	21	252
3.	1990/1991	24	288
4.	1991/1992	24	168
JUMLAH		94	983

PEMBIAYAAN : 983 x Rp.550.000 = Rp. 540.650.000

3. PENDIDIKAN PROGRAM D3MIPA :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	143	572
2.	1989/1990	150	1,800
3.	1990/1991	150	1,800
4.	1991/1992	0	0
JUMLAH		443	4,172

PEMBIAYAAN : 4.172/12 x Rp.650.000 = Rp. 226.200.000

4. OPERASIONAL KONSORSIUM :

1.	KONSORSIUM ILMU HUKUM	= Rp. 51.800.000
JUMLAH		= Rp. 51.800.000

srt. 25/siswa

6). PROYEK P2T IKIP BANDUNG

1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1989/1990	60	660
2.	1990/1991	60	720
3.	1991/1992	70	490
JUMLAH		190	1.870

PEMBIAYAAN :  $1.870 \times \text{Rp.}500.000 = \text{Rp.} 935.000.000$

2. PENDIDIKAN PROGRAM S3 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	12	132
2.	1989/1990	10	120
3.	1990/1991	10	120
4.	1991/1992	10	70
JUMLAH		42	442

PEMBIAYAAN :  $442 \times \text{Rp.}550.000 = \text{Rp.} 243.100.000$

srt.25/siswa

7). PROYEK P2T UNIVERSITAS GADJAH MADA

1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1989/1990	227	2,497
2.	1990/1991	224	2,688
3.	1991/1992	260	1,820
JUMLAH		711	7,005

PEMBIAYAAN :  $7.005 \times \text{Rp.} 500.000 = \text{Rp.} 3.502.500.000$

2. PENDIDIKAN PROGRAM S3 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	18	198
2.	1989/1990	20	240
3.	1990/1991	23	276
4.	1991/1992	23	161
JUMLAH		84	875

PEMBIAYAAN :  $875 \times \text{Rp.} 550.000 = \text{Rp.} 481.250.000$

3. PENDIDIKAN PROGRAM D3MIPA :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	152	608
2.	1989/1990	156	1,872
3.	1990/1991	210	2,520
4.	1991/1992	0	0
JUMLAH		518	5,000

PEMBIAYAAN :  $5.000/12 \times \text{Rp.} 650.000 = \text{Rp.} 271.050.000$

4. PERCEPATAN PENDIDIKAN INSINYUR (PPI) :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	Sebelum 1991/92	1.870	22.440
2.	1991/1992	353	2.824
JUMLAH		2.223	25.264

PEMBIAYAAN :  $25.264/12 \times \text{Rp.} 380.000 = \text{Rp.} 799.900.000$

5. OPERASIONAL KONSORSIUM :

1.	KONSORSIUM ILMU PSIKOLOGI	= Rp. 37.412.000
	JUMLAH	= Rp. 37.412.000

srt. 25/siswa



8). PROYEK P2T UNIVERSITAS AIRLANGGA

1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1989/1990	80	880
2.	1990/1991	80	960
3.	1991/1992	100	700
JUMLAH		260	2.540

PEMBIAYAAN :  $2.540 \times \text{Rp.} 500.000 = \text{Rp.} 1.270.000.000$

2. PENDIDIKAN PROGRAM S3 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	20	220
2.	1989/1990	15	180
3.	1990/1991	15	180
4.	1991/1992	15	105
JUMLAH		65	685

PEMBIAYAAN :  $685 \times \text{Rp.} 550.000 = \text{Rp.} 376.750.000$

3. PENDIDIKAN PROGRAM D3MIPA :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	107	428
2.	1989/1990	110	1.320
3.	1990/1991	110	1.320
4.	1991/1992	0	0
JUMLAH		327	3.068

PEMBIAYAAN :  $3.068/12 \times \text{Rp.} 650.000 = \text{Rp.} 166.400.000$

4. OPERASIONAL KONSORSIUM :

1. KONSORSIUM ILMU KESEHATAN = Rp. 29.497.000

JUMLAH = Rp. 29.497.000

srt.25/siswa1

9). PROYEK P2T IKIP MALANG  
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1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1989/1990	60	660
2.	1990/1991	60	720
3.	1991/1992	70	490
JUMLAH		190	1.870

PEMBIAYAAN :  $1.870 \times \text{Rp.}500.000 = \text{Rp.} 935.000.000$

2. PENDIDIKAN PROGRAM S3 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	7	77
2.	1989/1990	4	48
3.	1990/1991	10	120
4.	1991/1992	10	70
JUMLAH		31	315

PEMBIAYAAN :  $315 \times \text{Rp.}550.000 = \text{Rp.} 173.250.000$

srt.25/siswal

10). PROYEK P2T UNIVERSITAS HASANUDDIN

1. PENDIDIKAN PROGRAM S2 :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1989/1990	60	660
2.	1990/1991	60	720
3.	1991/1992	70	490
JUMLAH		190	1,870

PEMBIAYAAN :  $1.870 \times \text{Rp.} 500.000 = \text{Rp.} 935.000.000$

2. PENDIDIKAN PROGRAM D3MIPA :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	149	596
2.	1989/1990	153	1.836
3.	1990/1991	160	1.920
4.	1991/1992	120	960
JUMLAH		582	5,312

PEMBIAYAAN :  $5.312/12 \times \text{Rp.} 650.000 = \text{Rp.} 287.950.000$

3. PERCEPATAN PENDIDIKAN INSINYUR (PPI) :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	Sebelum 1991/92	1,284	15,408
2.	1991/1992	291	2,328
JUMLAH		1,575	17,736

PEMBIAYAAN :  $17.736/12 \times \text{Rp.} 380.000 = \text{Rp.} 561.640.000$

srt.25/siswal

11). PROYEK P2T UNIVERSITAS DIPONEGORO

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1. PERCEPATAN PENDIDIKAN INSINYUR (PPI) :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	Sebelum 1991/92	1.129	13.548
2.	1991/1992	264	2.112
JUMLAH		1.393	15.660

PEMBIAYAAN :  $15.660/12 \times \text{Rp. } 380.000 = \text{Rp. } 495.900.000$

srt. 25/siswa1

12). PROYEK P2T INSTITUT TEKNOLOGI SEPULUH NOPEMBER

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1. PENDIDIKAN PROGRAM D3MIPA :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	76	304
2.	1989/1990	122	1,464
3.	1990/1991	130	1,560
4.	1991/1992	0	0
JUMLAH		328	3,328

PEMBIAYAAN :  $3.328/12 \times \text{Rp.}650.000 = \text{Rp.} 180.050.000$

2. PERCEPATAN PENDIDIKAN INSINYUR (PPI) :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	Sebelum 1991/92	3,488	41,856
2.	1991/1992	975	7,800
JUMLAH		4,463	49,656

PEMBIAYAAN :  $49.656/12 \times \text{Rp.}380.000 = \text{Rp.} 1.572.440.000$

srt.25/siswal

13). PROYEK P2T UNIVERSITAS BRAWIJAYA  
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1. PERCEPATAN PENDIDIKAN INSINYUR (PPI) :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	Sebelum 1991/92	1.148	13.776
2.	1991/1992	208	1.664
JUMLAH		1.356	15.440

PEMBIAYAAN :  $15.440/12 \times \text{Rp.} 380.000 = \text{Rp.} 489.060.000$

srt.25/siswa1

14). PROYEK P2T UNIVERSITAS SUMATERA UTARA  
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1. PENDIDIKAN PROGRAM D3MIPA :

No	ANGKATAN	JUMLAH MAHASISWA	JUMLAH O-B
1.	1988/1989	118	472
2.	1989/1990	126	1,512
3.	1990/1991	130	1,560
4.	1991/1992	99	792
JUMLAH		473	4.336

PEMBIAYAAN :  $4.336/12 \times \text{Rp.}650.000 = \text{Rp.} 234.650.000$

srt.25/siswal

15). PROYEK P2T INSTITUT SENI INDONESIA  
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OPERASIONAL KONSORSIUM :  
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1. KONSORSIUM ILMU SENI = Rp. 40.290.000

-----  
JUMLAH = Rp. 40.290.000

*honoraria  
supplies  
travel  
mail  
phone*

srt.25/siswa1



16. Proyek P2T Universitas Lambung Mangkurat

Pembuatan disain gedung (tender dokumen) seluas 3.400 M2, 2 lantai ..... Rp. 75.000.000.-

17. Proyek Persiapan Beasiswa Luar Negeri

Pelatihan Bahasa Inggris bagi 582 orang @ 6 bulan  
= 582 x 6 x Rp.550.000.- = Rp.1.920.600.000.-

18. Proyek Pembinaan Penelitian dan Pengabdian pada Masyarakat

1. Penelitian berbagai bidang ilmu sebanyak 700 judul,  
Rp.5.000.000.-/judul = Rp.3.500.000.000.-

2. Penelitian bidang Matematika dan Sains, sebanyak 37 judul,  
Rp.10.000.000.-/judul = Rp.370.000.000.-

3. Penelitian bidang lingkungan hidup sebanyak 185 judul,  
Rp.5.000.000.-/judul  
= 185 x Rp.5.000.000.- = Rp.925.000.000.-

19. Proyek Pengembangan Manajemen dan Sistem Informasi Perguruan Tinggi

1. Pengembangan MIS

a. Pembinaan Kelompok Kerja SINAS/SIMES DIKTI (rapat-rapat, perjalanan, bahan habis pakai, penulisan laporan)  
Rp.276.420.000.-

b. Pengembangan dan pengolahan data Rp.228.900.000.-

20. Proyek Pembinaan dan Pengembangan Perguruan Tinggi Swasta

1. Pelatihan teknisi laboratorium, 600 orang-bulan  
Rp.120.000.-/orang-bulan  
= 600 x Rp.120.000.- = Rp.72.000.000.-

2. Pelatihan administrasi Universitas 37 orang, selama 10 hari, Rp.185.300/orang/hari  
= 37 x 10 x Rp.185.300.- = Rp.68.561.000.-

3. Manajemen Proyek ..... Rp.18.560.000.-

21. Proyek Pengembangan Politeknik

1. Review Kurikulum Rp. 92.670.000.- ~~VII~~ III
2. Studi kemungkinan pembukaan program D4 Rp. 92.670.000.- III
3. Peningkatan kemampuan (upgrading) program D3 sebanyak 100 orang-bulan Rp. 1.055.000./orang-bulan V  
= 100 x Rp.1.055.000.- = Rp.100.500.000.-
4. Pelatihan kembali para instruktur sebanyak 150 orang selama 6 bulan, Rp.3.516.000.-/orang  
= 150 x Rp.3.516.000.- = Rp.574.400.000.- V
5. Seminar peningkatan kemampuan politeknik = Rp. 40.775.000.- VII
6. Penggunaan tenaga konsultan asing 9 orang - bulan, Rp.18.943.000.-/orang - bulan  
= 9 x Rp.18.943.000.- = Rp.170.487.000.- III
7. Pengadaan equipment PEDC = Rp. 88.140.000.- II

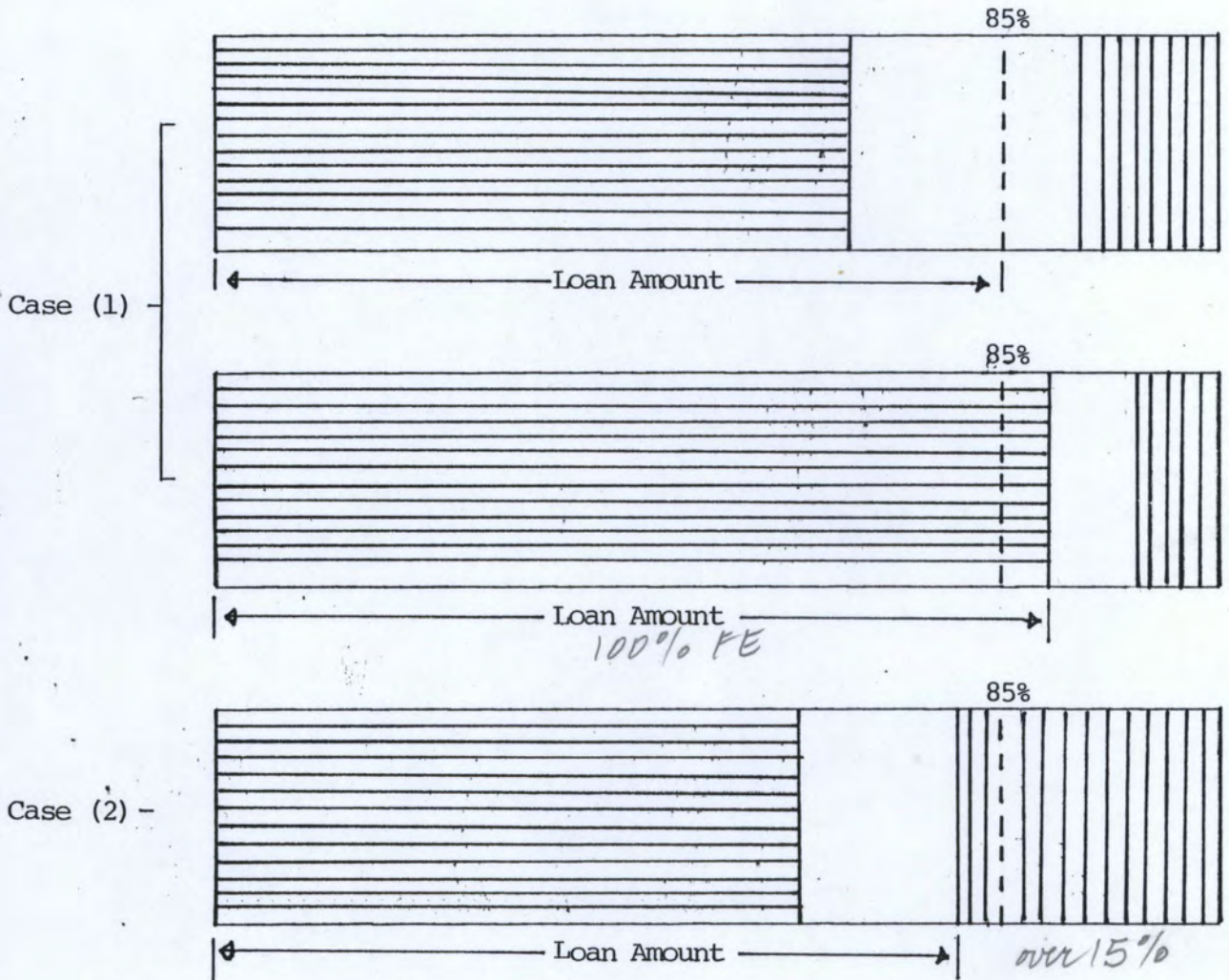
22. Proyek Pengembangan Pendidikan Tinggi Bantuan Luar Negeri

1. Pengiriman karyasiswa ke luar negeri untuk program S2 sebanyak 74 orang, Rp.46.000.000.-/orang/tahun S2  
= 74 x Rp.46.000.000.- = Rp.3.404.000.000.-
2. Pengiriman karyasiswa ke luar negeri untuk program S3 sebanyak 28 orang, Rp.46.000.000.-/orang/tahun S3  
= 28 x Rp.46.000.000.- = Rp.1.288.000.000.-
3. Pelatihan singkat di dalam negeri dosen-dosen MIPA Universitas sebanyak 80 orang @ 3 bulan = Rp.1.172.000.-/orang/tahun  
= 80 x 3 x Rp.1.172.000.- = Rp.281.280.000.-
4. Penggunaan tenaga konsultan asing bidang MIPA sebanyak 9 orang-bulan, Rp.18.943.000.-/orang-bulan  
= 9 x Rp.18.943.000.- = Rp.170.487.000.-
5. Pelatihan singkat di luar negeri dosen-dosen MIPA Universitas sebanyak 45 orang selama 3 bulan, Rp.13.287.000.-/orang  
= 45 x Rp.13.287.000.- = Rp.597.915.000.-
6. Penyusunan daftar peralatan laboratorium pendidikan dan laboratorium penelitian untuk 20 jenis laboratorium  
= 20 x Rp.5.000.000.- = Rp.100.000.000.-
7. Pengembangan MIPA Universitas oleh 15 orang staf ahli  
= 15 x Rp.10.000.000.- = Rp. 150.000.000.-

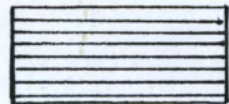
OECP  
6/91

3. Determination of loan amount

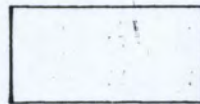
- (1) Upper limit of total loan amount shall be 85% of total project cost or total foreign exchange cost, whichever larger. This percentage shall be revised every year.
- (2) In case total non-eligible cost is larger than 15% of total project cost, total loan amount shall be total project cost minus total non-eligible cost.



*total project cost*



Foreign  
Currency  
Portion



Eligible  
Local  
Currency  
Portion



Non-  
Eligible  
Local  
Currency  
Portion

SECOND SLICE STUDIES

1. TRACER STUDY

Proposed:

- conduct tracer studies of 1987, 1988, 1989 graduates
- provide information to decision makers on:
  - additional resources to be invested
  - reallocation of resources from one area to another
  - changes in curriculum to make study program more relevant to private sector
- excluded from study: grads of KIP, Art Institutes, medical, dental, veterinary, and faculties where preponderance of graduates go into public sectors.
- random sample of grads from relevant faculty, university, polytechnics.
- activities:
  - verification of graduate current address
  - personal interviews of one-half of the list
  - learning from interviews, send quest. to the other half
  - intensive search and interview of >10% outside the list (to estimate non-response bias)
- contents: collect info on respondents' job seeking, employment
  - how long to find job since graduation
  - is he/she currently employed; info on employment
- to develop methodologies and instruments, choice of samples
- making initial analyses
- time: 12 months

2. EMPLOYER SURVEY

- to conduct employer surveys esp. in private sector with potential rapid growth (e.g. finance and manufacturing)
- provide information to decision makers on changes of curriculum required to meet the changing economy, additional investment and/or relocation of existing higher education resources.

- types of information:
  - employer actions: how many recruited, how, what jobs, salaries, training,
  - employers opinions: what are employers looking for; graduate preference, etc.
- to develop methodologies and instruments, choice of samples
- making initial analyses
- time: 18 months

### 3. HIGHER EDUCATION UNIT COST

- to estimate relative unit cost for various levels, facs/univs. for which tracer and study and employer surveys are conducted
- to examine the accounting procedures now in process/being developed, and reoomend changes to produce measures of economic costs of education.
- use data from tracer studies, employer surveys, *Laporan Tahunan*
- review of past unit cost studies
- time: part I: 12 months; part II: 24 months after signing

### 4. STRATEGY PAPER ON PRIVATE HIGHER EDUCATION

### 5. FELLOWSHIP FOLLOW-UP STUDY

REVISED VERSION. SCHEDULE OF ACTIVITIES OF  
POLICY STUDIES COORDINATION AND CONTROL.

June 1991 - June 1992

1. PREPARATION AND CONDUCT OF COMPETITIVE BIDDING
2. INITIAL CONDUCT OF STUDY

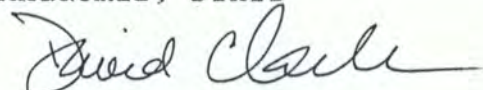
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ACTIVITY	1991							1992						NOTES
	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
1. Preliminary contact with persons to be appointed as Coordination & Liaison Team.	████████													By the WB XXI Staff
2. Preliminary contact with divisions and agencies doing similar work of Policy Studies.	████████													By the WB XXI Staff
3. Preliminary drafting of Tender Documents, including Study TORs.	████████													By the WB-XXI Staff (bilingual)
4. Dr. David Clark arrives in Jakarta as Technical Assistant to Coordination and Liaison Team.			Dr. Clark's assistance first assistance period											Dr. Clark assistance about 1.5 mo Presence of Dr. Clark is very important
5. Final drafting of tender documents and terms of references.		████████												Contact with the various divisions and agencies by Dr. Clark and WB Staff
6. Individual contact or meetings with divisions or agencies doing similar work, e.g. BALITBANG DIKBUD, USAID-HEDS Project, Tim Studi Pelacekan lulusan Fakultas Teknik/Politeknik (BAPPENAS-DEPNAKER)		████████												
7. Request for DGHE approval of participating consultants (long list)		████████												List of proposed contractors prepared by WB Staff and Dr Clark
8. Finalized documents ready for inspection: Book I: Rules, Formats Book II: Terms of Reference		████████												Dr. Clark edits the the English version.
9. Distribution of Bidding Documents to listed consultants and invitation to attend Pre-Bid Meeting and intent to Bid.		████████												By the WB XXI Staff
10. Clarification of Bidding documents attended also by all Administrative Committee members and Coordination and Liaison Team, DGHE Directors.			████████											Clarification by Coordination Team, Administrative Team and Dr. Clark.
11. Amendements of documents as needed.				████████										Dr. Clark returns to the U.S. to resume teaching in Fall '91
12. Submission of bids (60 days after Pre-Bid Meeting (two separate sets).						████████								Dr. Clark arrives in medio Dec. '91 (1 mo) to participate in examination and ranking of proposals.
13. Opening of Bids (only the Technical Proposals, and Administrative aspect leaving the Cost proposal unopened).							████████							
14. Examination of Technical Proposal by Coordination and Liaison Team (Experts) and Administrative Committee of the MOE.							████████							
15. Announcement of winners by rank followed by opening of proposed Cost envelope.								████████						Temporary results communicated to the World Bank and DGHE.
16. Negotiation of Technical Plan and Proposed Cost by both committees									████████					
17. Announcement of award by the DGHE and communicated to the World Bank										████████				
18. Signing of Contract Documents											████████			Awardee/winner and Project Director, co-signed by the DGHE
19. Conduct of Study during April 1992 until completion, requiring each contractor to submit/present interim Reports. Communicated to the World Bank or invite their presence during the Seminars.											████████████████████			

January 18, 1991

To: Bapak Bambang Soehendro  
Direktur Pembinaan Sarana Akademis, DIKTI

From: David Clark, Consultant



Attached is the final draft of terms of reference for the proposed list of policy studies under the second slice of the World Bank loan that you have asked me to prepare.

I appreciate having the opportunity to work with you and your staff. Everyone has certainly been most helpful.

The policy studies cover some very interesting and important issues about the development of higher education in Indonesia. I hope that you find this document satisfactory, and I trust that I will have helped to make some small contribution toward resolving those issues.

cc: Bapak O. Simbolon

MAXIMUM COSTS--POLICY STUDIES

Research Coordination and Liaison Team		\$150,000
Relevance of higher education to private sector employment		
Tracer Studies	\$367,000	
less	<u>153,000<sup>1</sup></u>	
net cost to policy study component		282,000
Employer Studies		148,000
Unit cost		50,000
Strategy paper on private higher education		50,000
Fellowship follow-up		100,000
Technical assistance		120,000
Preparation of third time-slice loan		60,000
Management and Coordination		100,000
Grand total		<u>\$1,000,000</u>

<sup>1</sup> Funds from Curriculum and Teachware Development in Program D, Consolidation of Polytechnic Education, to set up system and conduct [polytechnic] graduate tracing. See Table D-1, page D-15, Preparation of Second Time Slice of the Higher Education Development Project, September 5, 1990.



## PROGRAM G

### POLICY STUDIES

The overall purpose of the policy studies is to assemble data and make analyses that will assist policy makers in making higher education more responsive to changes in the Indonesian economy. The first section contains a set of labor market studies about graduates of higher education that, along with estimates of relative costs of education, are for the use of policy makers in fashioning investment, reallocation, and curriculum decisions. The other studies deal with specific matters, namely a strategy paper for development of government policies toward private higher education and an evaluation of government fellowship programs.

The research coordination and liaison team.

The organization that will be in charge of the overall set of policy studies and the dissemination of results is The Research and Coordination and Liaison Team. The Team will assist the various research components, coordinate their activities, and facilitate cooperation among them. It will have final say over survey instruments and research design and will conduct its own analyses of the data, usually in cooperation with the other components. The team will also act as the steering committee for the other components thus reducing overhead costs.

One of the team's most important responsibilities will be its liaison role: to facilitate discussions between the researchers conducting policy studies and decision makers, in and out of the Ministry of Education, so that decision makers are aware of and can make better use of the results and the researchers are better aware of issues and constraints faced by decision makers. Experience in Indonesia has shown that one-time reports are often an ineffective use of data and analysis. More effective use, instead, requires an on-going discussion of the results between potential users--the policy-makers--and the data producers and analysts. The job of beginning and maintaining such a discussion will be a major role of the research coordination and liaison team.

Ultimately the team will make a final assessment regarding the feasibility and reliability of the various research tools used in the policy studies and make recommendations about what parts of the policy studies should be made a regular part of the planning and decision-making of higher education in the future.

The research coordination and liaison team will be directly appointed by the DGHE and will include a foreign consultant.

Policy studies on the relevance of higher  
education to private sector employment

Introduction

This is a set of three interrelated policy studies. The ultimate objectives of the three studies are: to create an integrated system to collect information about the private sector markets for graduates of higher education; and to develop methods by which that information is available on a timely basis and in a form that can be used for decision-making about higher education.

The public sector, the traditional market for graduates from higher education, is declining in importance. The main thrust of development in REPELITA V is private sector industrialization, in expanding non-oil exports helped along with increased levels of foreign investment. Thus much of the decision making in higher education should be geared toward efficiently meeting the needs of the private sector in manufacturing and in the supporting sectors such as communication, transportation, and finance.

Some important changes have already been made, namely the accelerated engineering program, and substantial investments in polytechnics.

So far the economic development strategy is working. Foreign investment and industrialization is growing. However there is concern about how much higher education is contributing to the economic development. Experience in other countries has been that investments in human capital such as higher education should serve as a major source of growth and as a complement to investments in physical capital. However there are signs that the contribution of higher education in Indonesia is less than it could be:

- a. The unemployment rates for post secondary graduates aged 20 - 24 was over 40% in 1986; the rate for those aged 25 - 29 was almost 20%.
- b. Rates of return to tertiary education in the private sector are quite low.

What is wrong? Possible explanations include:

- 1) The supply is too large;
- 2) The quality is too low and difficult to train;
- 3) Students have learned the wrong things;
- 4) Students have not learned enough of the right things;
- 5) Employers do not know how to utilize university graduates. (Much of the industrial sector uses what might be called a screwdriver technology and much of the

foreign investment is being attracted by cheap labor.)

- 6) Aggregate data from the Central Bureau of Statistics may not accurately indicate the true situation either because the sample size of graduates from higher education is necessarily very small or that concepts used are inappropriate.
- 7) The labor market data are heavily influenced by institutional, not economic forces and may indicate inefficient labor markets and not inefficient investments in higher education.

Thus the specific purpose of this set of policy studies is to develop information and analysis that will help decision-makers better understand the markets for graduates from higher education and help them make decisions that will ensure that higher education is efficiently responding to the needs of the economy.

There are three different decisions that are to be the focus of the studies:

1. Investment issues in higher education:
  - A. To which faculties--engineering, economics, agriculture, etc.--should new investments be going?
  - B. At what level should these investments be made: by educating students at S0 level (like polytechnics) or at S1 level?
2. Reallocation issues: given the change in demand from government to the private sector should existing resources be reallocated from some faculties to other faculties? Or from one level to another?
3. Curriculum issues: how can existing study programs, particularly those in engineering faculties and polytechnics, be made more relevant to the needs of private sector employers?

The set of labor market policy studies will contain three interdependent research components:

1. A tracer study team.

This team will conduct tracer studies of recent graduates to collect information about their job-seeking and employment: how many graduates are employed, where they are employed, what work they are doing, what they are earning, and the

relevance of their education to their work. The data and analyses coming from the tracer studies will be a major source of information on investment and reallocation issues and should serve as an additional source of information for curriculum decisions.

The tracer study team will be chosen by competitive bidding. Terms of Reference are contained below.

2. An employer survey team.

This team will conduct employer surveys, particularly private sector employers in parts of the economy with the potential for rapid growth, like finance and manufacturing, to find out their recent experience regarding the hiring of higher education graduates. The data and analyses coming from the employer surveys will be of major importance to the curriculum decisions as well as serve as an additional source of data to the investment and reallocation decisions.

The employer survey team will be chosen by competitive bidding. Terms of Reference are contained below.

3. A unit cost of education team

This team will have two tasks: (1) to estimate relative unit costs for the various levels, faculties, and universities for which tracer study and employer survey data are being obtained; and (2) to examine the accounting procedures now in the process of being developed for use in higher education and to recommend what changes, if any, should be made to ensure that the resulting procedures can also be used to produce measures of economic costs of education.

The estimates of relative unit costs will be of major importance to the investment and reallocation decisions as well as serve as an additional source of data to the curriculum decisions.

The unit cost of education team will be chosen by competitive bidding. Terms of Reference are contained below.

TERMS OF REFERENCE--Tracer study team.

The tracer study team is one of three interrelated components whose purpose is to assist policy makers in making higher education more responsive to the changing needs of the Indonesian economy. The other components are an employer survey team, and a unit cost of education team.

The main responsibility of the tracer study team will be to conduct tracer studies of recent (1987, 1988, and 1989) graduates from a representative sample of institutions of higher education. It is expected that the data and analyses coming from the tracer studies will be of major importance to those making decisions as to whether--and where--additional resources should be invested in higher education or whether resources should be reallocated from one area to another. It is also expected that the team will provide data and analysis that will assist those policy-makers contemplating changes in curriculum to make study programs more relevant to the needs of the private sector.

The team should begin their study with an intensive review of the tracer studies that have been completed or are already in process and, wherever feasible, incorporate past results in their analyses.

The sample of respondents for this study will be taken from 1987, 1988, 1989 graduates of a representative sample of universities and polytechnics. Graduates from IKIPs and art institutes are excluded. Also excluded are graduates from medical, dental, and veterinary faculties and any other faculty where a preponderance of graduates go into the public sector. Obtaining the list of graduates is the responsibility of the tracer study team. The list of graduates to be contacted may be a random sample but the sample must be taken from the graduation list of the relevant faculty, university, or polytechnic. Verification of the current address will probably be done by mail.

Once a list of graduates with up-to-date addresses has been established there will be a three step data collection process: (1) personal interviews will be conducted among a significant number from that list, perhaps as many as one-half of the list; (2) once experience has been gathered about the success and feasibility of the questions on the questionnaire a mail survey will be made among those not yet contacted; and (3) an intensive search will be made to locate and interview a sample of at least 10% of those not yet contacted under the first two steps, so as to estimate non-response bias.

The tracer studies will collect information about the respondents' job-seeking and employment since graduation:

How long did it take to find work and how many jobs have been held since graduation?

Is the respondent currently employed? And if so, where, doing what work, with what type and amount of additional training, at what rate of pay, and is the work relevant to the respondent's education?

Research methodologies, survey instruments, and the choice of universities and polytechnics to be sampled are the responsibility of the tracer study team but need approval of the research coordination team. The tracer study team's responsibilities also include making initial analyses. Data collected by the team will also be made available to the research coordination team in a machine readable format. The team is part of a larger set of policy studies and is expected to contribute to all parts of the study. For example, insights from the tracer studies may give further meaning to data from the employer surveys. The team will also be expected to participate in further analyses as discussions with policy-makers proceed.

The time schedule: the tracer study data should be collected, initial analyses conducted, and a machine readable set of data be provided the Research Coordination and Liaison Team within twelve months after the contract is signed. The team will also have the responsibility of participating in further discussions and making additional analyses after the twelve months is over and throughout whatever preparations are being made for REPELITA VI and the planning of a possible third time slice loan.

Proposals from those lembaga submitting bids should include the team's own perception of the task of the entire set of policy studies as well as that of the tracer study team; suggested methodology for obtaining information; potential sample sizes; how personal interviews are to be conducted and mail questionnaires to be distributed; and how information might be analyzed to meet the purposes of the project.

The proposal should include a proposed budget for carrying out the entire work of the project; that is, for the data gathering and initial analyses to be completed during the first twelve months of the sub-project; for the participation by principal members of the team in discussions and possible further analyses as the dialogue with policy makers proceeds; and for setting up a permanent tracer study system, particularly in the polytechnics, based upon the experience in the project and subsequent policy discussion. The maximum amount of funds available for the tracer study project is \$367,000. The proposed budget should not include funds for a steering committee. The steering committee for this policy study will come from the research coordination and liaison team. The lembaga chosen to

conduct the tracer studies will be asked to nominate two persons for participation in the overall steering committee. Funds to support these individuals will come from the Research Coordination and Liaison team. The only personnel funds to be included in the budget are for the team leader and other members of his or her staff who will be participating directly in the tracer studies project described in the proposal.

Also to be included in the proposal is the following information about the lembaga and the principal members of the study team: their experience and background in carrying out labor market studies; their familiarity with previous tracer studies; their experience and background in carrying out and analyzing data from large survey research projects; the availability and their experience in the use of statistical packages for the PC such as SPSS or SAS; and, for the principal members of the team, what percent of their time they will devote to the project.

TERMS OF REFERENCE--Employer survey team.

The employer survey team is one of three components in a set of policy studies whose purpose is to assist policy makers in making higher education more responsive to the changing needs of the Indonesian economy. The other components are a tracer study team, and a unit cost of education team.

The main responsibility of the employer survey team is to conduct employer surveys, particularly among private sector employers in those sectors of the economy with the potential for rapid growth, like finance and manufacturing, to find out their recent experience regarding the hiring of graduates from institutions of higher education. It is expected that the data and analyses coming from the employer surveys will be of major importance to those making decisions as to what changes in the curriculum, if any, are required to meet the needs of a changing economy. It is also expected that the team will provide data and analysis that will assist those policy-makers making decisions about investment in additional, or in reallocation of existing higher education resources.

It is expected that two types of information will be elicited from employers:

- 1) Employer actions--what employers are actually doing--regarding university/polytechnic graduates:
  - a. How many graduates from which institutions of higher education (public and private, S0 and S1) and which faculties have been hired recently? What jobs do they do? What training do they receive? What are they paid? etc.
  - b. How do they hire such graduates? Do they recruit from particular schools, or through friends, or advertisements, or what?
  - c. Questions should also be asked regarding skills or occupations that are thought to be particularly important in a private firm like engineering, accounting, managers, etc.:
    - (1) what do engineers, accountants, managers, etc. actually do?
    - (2) how are those skills now being obtained? Who is doing the work; how did they get their skill?
- 2) Employer opinions regarding university/polytechnic graduates:
  - a. What are employers looking for when they hire a graduate: is it particular skills, general education, general ability, attitudes toward work, or what?



- b. From which particular institution of higher education do they prefer to hire graduates?
- c. Have the employers been satisfied with those they have hired? Is their education relevant to the work they are asked to do?
- d. Are the capabilities of graduates being fully utilized? Have they had additional training? Have they had enough additional training?
- e. Regarding those skills or occupations that are thought to be particularly important in a private firm like engineering, accounting, management, etc.:
  - (1) which is more important, education or training?
  - (2) which is more appropriate, S1 or S0 education?
- f. What about foreign employees brought in with foreign investment: what is their background? what sort of Indonesian education would best facilitate technology transfer?

Survey instruments and research methodology are the responsibility of the employer survey team but need to be worked out in cooperation with the research coordination team. Consideration should be given to organizing group meetings of employers in the attempt to accurately measure employer opinions.

The team should begin their study with an intensive review of what has already been done regarding surveys of employer needs for persons with university education and, wherever feasible, incorporate past results in their analyses.

The sample of employers to be contacted will be decided in cooperation with the research coordination team. The list will come from two sources: (1) appropriate employers of graduates as reported in the tracer studies; and (2) private sector employers in sectors of the Indonesian economy with the potential for rapid growth such as manufacturing or supporting services.

The team's responsibilities will include developing research methodologies and survey instruments, supervising data collection, and making initial analyses. Data collected by the team will also be made available to the research coordination team in a machine readable format. The team is part of a larger project and is expected to contribute to all parts of the project. For example, insights from the employer study may give further meaning to data from the tracer studies. The team will also be expected to participate in further analyses as discussions with policy-makers proceed.

The time schedule: the employer survey data should be collected, initial analyses conducted, and a machine readable set of data be provided the Research Coordination and Liaison Team within eighteen months after the contract is signed. The team will also have the responsibility of participating in further discussions and making additional analyses after the eighteen months is over and throughout whatever preparations are being made for REPELITA VI and the planning of a possible third time slice loan.

Proposals from those submitting bids should include the team's own perception of the task of the entire set of policy studies as well as that of the employer survey team; suggested methodologies for obtaining information including sample size, survey design, and how group meetings might be organized; and, how information might be analyzed to meet the purposes of the project.

The proposal should include a proposed budget for carrying out the entire work of the project; that is, for the data gathering and initial analyses to be completed during the first eighteen months of the project; and for the participation by principal members of the team in discussions and possible further analyses as the dialogue with policy makers proceeds. The maximum amount of funds available for the employer study project is \$148,000. The proposed budget should not include funds for a steering committee. The steering committee for this policy study will come from the research coordination and liaison team. The lembaga chosen to conduct the employer studies will be asked to nominate two persons for participation in the overall steering committee. Funds to support these individuals will come from the Research Coordination and Liaison team. The only personnel funds to be included in the budget are for the team leader and other members of his or her staff who will be participating directly in the employer studies project described in the proposal.

Also to be included in the proposal is the following information about the lembaga and the principal members of the study team: their experience and background in carrying out labor market studies; their experience and background regarding private sector employment practices; their familiarity with previous employer surveys; their experience and background in carrying out and analyzing data from large survey research projects; the availability and their experience in the use of statistical packages for the PC such as SPSS or SAS; and, for the principal members of the team, what percent of their time they will devote to the project.

## TERMS OF REFERENCE--Unit cost of education team

The unit cost team is one of three components in a project whose purpose is to assist policy makers in making higher education more efficient and more responsive to the changing needs of the Indonesian economy. The other components are a tracer study team and an employer survey team.

The responsibilities of the unit cost team are: (1) to estimate relative unit costs for the various levels, faculties, and universities for which tracer study and employer survey data are being obtained; and (2) to examine the accounting procedures now in the process of being developed for use in higher education and to recommend what changes, if any, should be made to ensure that the resulting procedures can also be used to produce measures of the economic costs of education.

The data from the tracer studies and employer surveys will provide much needed information about what graduates from the various levels, faculties, and universities are worth to employers in the private sector. However, estimates about the costs of education are also required if measures of external efficiency are to be obtained.

Unfortunately accounting procedures for universities are only now in the process of being developed and implemented. Until these procedures are in place it is virtually impossible to get a full accounting of funds flowing through an Indonesian university. Therefore a measure of the actual unit cost in any one faculty or university can only be done on an ad hoc basis, is very expensive to obtain, and probably would be inconsistent with what would be measured in a different institution.

However it is possible to estimate the relative costs of education from data readily available in DIKTI, by using data on the most substantial cost item in any faculty, namely staff time. Data on staffing patterns is found in the various Laporan Tahun. These data along with official information on civil service salaries, functional allowances and structural allowances can be used to estimate relative costs which can serve as interim data until the accounting procedures are in place and operating fully.

The team should begin their study with an intensive review of the work on the unit costs of higher education that has already been done and, wherever feasible, incorporate past results in their analyses.

Following the review the first task of the unit cost team is to estimate relative unit costs of education by the method described above for the various faculties, universities, and polytechnics appropriate for use in the rest of the study. It

may be appropriate to adjust these estimates on the basis of the ad hoc studies of unit costs that have already been made.

The second task of the team is to ensure that the new accounting procedures for universities, when they are in place, can be used to also measure economic costs. An accounting view of costs can often be quite different than that taken by the economist. This task is to ensure that the accounting procedures now being developed can also be used by decision makers who need accurate measures of economic costs if they are to develop policies leading towards a more efficient allocation of resources.

The time schedule: Part I of the unit cost study--the estimates of relative costs--should be completed and made available to the Research Coordination and Liaison Team within twelve months after the contract is signed. The team will also have the responsibility of participating in further discussions and making additional analyses of the unit cost data after the twelve months is over and throughout whatever preparations are being made for REPELITA VI and the planning of a possible third time slice loan. Part II of the unit cost study--the review of the accounting procedures should be completed within two years after the contract is signed, that is, after some experience in the actual application of unit costs has been made.

Proposals from those submitting bids should include the team's own perception of the task of the entire set of policy studies as well as that of the unit cost team; suggested methodologies for carrying out the two Parts; and, how the data and analyses can help to meet the purposes of the project.

The proposal should include a proposed budget for carrying out the entire work of the project; that is, for: the preparation of an initial report on relative unit costs to be completed during the first twelve months of the contract; the participation by principal members of the team in discussions and possible further analyses as the dialogue with policy makers proceeds; and for the analysis of the accounting procedures to take place probably during the second year of the contract. The maximum amount of funds available for the unit cost project is \$50,000. The proposed budget should not include funds for a steering committee. The steering committee for this policy study will come from the research coordination and liaison team. The lembaga chosen to conduct the unit cost study will be asked to nominate two persons for participation in the overall steering committee. Funds to support these individuals will come from the Research Coordination and Liaison team. The only personnel funds to be included in the budget are for the team leader and other members of his or her staff who will be participating directly in the unit cost study described in the proposal.

Also to be included in the proposal is the following information about the lembaga and the principal members of the study team: their experience and background in analyzing educational costs from an economic perspective; their familiarity with previous unit cost studies; the availability and their experience in the use of statistical packages for the PC such as SPSS or SAS; and, for the principal members of the team, what percent of their time they will devote to the project.

Terms of Reference--Strategy Paper for the Development of Private  
Higher Education

Private institutions of higher education are an important part of higher education in Indonesia. Indeed, more than one-half of all students entering higher education are going to a private institution. To some extent the private universities face some of the same issues as the PTN, in particular: a shortage of adequately educated and trained individuals to act as *dosen*; a high demand for places, often from persons with an inadequate background for university work; a need to adapt offerings to the changing nature of the Indonesian economy. On the other hand there are also issues that are peculiar to the PTS, in particular: a very rapid expansion which has meant there is an enormous variety of offerings and of qualities of instruction; since PTS are almost always completely supported by student fees of some kind, most institutions have found it difficult to even begin, let alone maintain, high cost study programs such as up-to-date engineering or technician education, although these may be the type of program best suited to the changing nature of the Indonesian economy.

The Basic Development Policy on Higher Education (KDPPT) established by the Ministry of Education in 1975 pointed to the goal of a National System of Higher Education which includes both public and private universities. Later the DGHE declared a policy of *Pola Tunggal*. Strictly translated the phrase means single pattern; broadly interpreted the phrase means that PTS should get the same treatment, or perhaps the same opportunities as the PTN. Most recently the new education law of 1989 has decreed that there be one national system of higher education.

To date the government has initiated a number of programs to both control and assist PTS. For example, an accreditation system of PTS is maintained by DIKTI; some PTN staff are seconded to PTS; fellowship programs for upgrading PTN staff have been, to some extent, extended to PTS staff; some bilateral and multilateral development funds are going to PTS, such as the funds for common PTS growth centers in the Second Higher Education Development Project funded by the World Bank.

Under these Terms of Reference the DGHE is requesting that a strategy paper for the development of private universities be prepared: that an independent view of policy options and policy suggestions be prepared that would assist the DGHE in developing a strategy toward the development of private universities that would meet his responsibilities under KDPPT, *Pola Tunggal*, and the new education law.

There are a number of critical issues to be considered, including the following:

1. The need for institution building. Among the over 900 private institutions of higher education there are far too many at the lowest level of accreditation and too few at the upper levels.
2. The need to improve teaching in the private institutions. A preponderance of *dosen* in the private schools are part-time instructors who have almost no connection with the development of the institution and, it is feared, many of whom are not up-to-date in their field.
3. Accreditation is to be expanded to include the public institutions. How will these changes affect private institutions? How can the accreditation system be used to maintain control over quality, while at the same time encouraging the private schools to respond to changing demands in the Indonesian economy?
4. As relatively independent institutions, some of the better PTS should be a source of innovation in programs and methods of instruction. How can private institutions be encouraged to develop a more extensive menu of programs and be more flexible in their offerings.

In preparing the strategy paper the team should consider the needs of the country and the overall role of higher education in promoting economic development and the welfare of the country. The team should also consider the views of administrative staff and, perhaps, teaching staff at private institutions of varying quality, type and location.

The paper should contain a list of current policies and programs and their probable effects. The paper should present feasible methods by which the critical issues can be addressed and make recommendations about what are the high priority actions. The discussions should consider both qualitative policies (such as accreditation) and quantitative support (such as fellowships or investments in new equipment or buildings). The discussions should consider incentives (such as cost-sharing) as well as controls to influence the directions of individual PTS.

The time schedule: the strategy paper team should begin immediately after the contract is signed and an interim report be submitted to the Research Coordination and Liaison Team within twelve months after the contract is signed. Because the strategy paper will be, in part, using the data and analyses from the labor market studies, a final report will only be due sometime after initial results from the labor market studies have become available eighteen months after the contract is signed. The team

will also have the responsibility of participating in further discussions throughout whatever preparations are being made for REPELITA VI and the planning of a possible third time slice loan.

Proposals from those submitting bids should include the team's own perception of the issues involved, and how they propose to develop the strategy paper.

The proposal should include a proposed budget for carrying out the entire work of the project; that is, for the preparation of the interim report; for further analysis after labor market data have become available; and for the participation by principal members of the team in discussions and possible further analyses as the dialogue with policy makers proceeds. The total amount of funds available for the strategy paper is \$50,000. The proposed budget should not include funds for a steering committee. The steering committee for this policy study will come from the research coordination and liaison team. The lembaga chosen to conduct the strategy paper will be asked to nominate two persons for participation in the overall steering committee. Funds to support these individuals will come from the Research Coordination and Liaison team. The only personnel funds to be included in the budget are for the team leader and other members of his or her staff who will be participating directly in the preparation of the strategy paper described in the proposal.

Also to be included in the proposal is the following information about the lembaga and the principal members of the study team: their experience and background in issues concerning private institutions of higher education; their experience and background in public policy toward private institutions of higher education; and, for the principal members of the team, what percent of their time they will devote to the project.



## Terms of Reference--Effectiveness of the Overseas and In-country Fellowship Program

Staff development through either in-country or overseas fellowships is an important part of the government's plan for developing and improving its higher education system. Indeed, support for such fellowships is perhaps the most important part of the attempt to improve the quality of higher education.

Unfortunately there appear to be substantial problems in the fellowship programs. Previous studies, for example, have shown that:

Evaluation of fellowships is complicated by poor identification of the objectives of the various fellowship programs. (World Bank loans have been known to state that quality will be improved by training a certain number of lecturers overseas; full stop.)

Those applying for overseas study appear to be self-chosen, and there is often little relation between their subject and their home faculty.

The major effect on the returnee's productivity may well occur in his or her second and third job and not in the university where he holds what is thought to be his primary job.

The purpose of this policy study is to make a systematic evaluation of the fellowship program as it operates in the universities. The first part of the study should be an intensive review of what has already been done, particularly in regard to university directed fellowships. The second part will build on that review and make further investigations into current processes of selection, re-entry and subsequent development of staff, and compare domestic and overseas training. The study will take place among a representative sample of jurusan, faculties, and universities. The sample should include private as well as public universities.

The study should describe as accurately as possible the selection, intake, and reentry processes as well as the experiences of individuals.

Following are particular issues to be considered.

### SELECTION and PLACEMENT ISSUES

The team should examine the way in which the donor, DIKTI, university, faculty or jurusan targets its training and the interaction of such targets with the availability of fellowships. It will also be important to study how the

distribution of multilateral and unilateral sources of fellowships are distributed and become known by faculties and individuals, as well as the timing of such distribution.

How do universities select and plan for the development of new jurusan or new curricula; what kind of bridging programs are required when the establishment of new curricula or jurusan require training which has heretofore not been available?

What about the timing of training? How can universities choose a level of technology for immediate adaptation, and to what extent should they train for future technology (an example is training of librarians where the overseas technology is far in advance of the level of library operation at this moment in Indonesia).

How do the experience and qualifications of recipients of in-country fellowships compare with those going overseas? To what extent is there variation between universities? between faculties?

How can the strong faculties be used to facilitate preparation and placement for overseas fellowships.

To what extent does the program of study in which the recipient eventually enrolls meet the objectives of the home university? meet the qualifications of the recipient? meet the career objectives of the recipient?

In regard to overseas fellowships: how relevant and how effective has been the placement services provided by the host university and the technical assistance (if any)?

## REENTRY ISSUES

What is the effect of an overseas fellowship on rank and performance in the university? By "effect on performance" is meant: what is the effect of the fellowship on the amount and quality of the returnee's undergraduate teaching, basic research, and graduate teaching? Special attention should be given to ascertaining the extent to which the returnee is using, or is able to use, the training and experience obtained in the fellowship in his (or her) teaching and research.

To what degree does the tertiary training now given benefit the sending university and to what extent is more profitable to the individual in his second and other job.

Which is the more efficient use of fellowships, training to masters or phd level?

To what extent is it necessary for the subsequent employment to be 'relevant? that is, tied exactly to the subject learned, and to what extent is a measure of substitutability to be encouraged?

How rigid should the idea of relevance be?? is it a success when returnee goes into administration?

To what extent should there be special fellowships for university administrators?

How much contact was maintained between the fellowship holder and the university where they will return? What is the effect of maintaining contact?

#### OTHER ISSUES

How can fellowships can be used to help the private universities? What are the possibilities of cost sharing or matching grants to improve quality?

What is the relative cost of overseas and domestic training? What is the relative efficiency of the two forms of training?

To what extent does the in-country thesis research cost slow down the completion rate for in-country fellowships?

Returnees should also be asked their opinion in regard to how the fellowship program could be improved.

The time schedule: a final report of the fellowship evaluation team should be provided to the Research Coordination and Liaison Team within eighteen months after the contract is signed. The team will also have the responsibility of participating in further discussions and making additional analyses after the eighteen months is over and throughout whatever preparations are being made for REPELITA VI and the planning of a possible third time slice loan.

Proposals from those submitting bids should include the team's own perception of the task of the fellowship evaluation team; suggested methodologies for carrying out the two parts of the project; and, how the data and analyses can be used to meet the purposes of the project.

The proposal should include a proposed budget for carrying out the entire work of the project; that is, for the preparation of the report due be completed during the first eighteen months of the project; and for the participation by principal members of

the team in discussions and possible further analyses as the dialogue with policy makers proceeds. The maximum amount of funds available for the fellowship evaluation is \$100,000. The proposed budget should not include funds for a steering committee. The steering committee for this policy study will come from the research coordination and liaison team. The lembaga chosen to conduct the fellowship evaluation be asked to nominate two persons for participation in the overall steering committee. Funds to support these individuals will come from the Research Coordination and Liaison team. The only personnel funds to be included in the budget are for the team leader and other members of his or her staff who will be participating directly in the fellowship evaluation project described in the proposal.

Also to be included in the proposal is the following information about the lembaga and the principal members of the study team: their experience and background and other evidence of their understanding of fellowship issues; their experience and background in carrying out and analyzing data from survey research projects; the availability and their experience in the use of statistical packages for the PC such as SPSS or SAS; and, for the principal members of the team, what percent of their time they will devote to the project.

W 3311-IMD

8-6-91

Back to office  
report

**OFFICE MEMORANDUM**

DATE: August 6, 1991

TO: Distribution

FROM: Man He You, ASTPH

EXTENSION: 81208

SUBJECT: INDONESIA: Proposed Primary Teacher Development Project  
Back-to-Office Report

1. In accordance with the terms of reference dated June 12, 1991, I visited Indonesia from June 19 to July 23 to: (a) identify and assist the Directorate-General of Higher Education (DGHE) in preparing the proposed Primary Teacher Development Project; and (b) participate in the supervision of the Second Higher Education Development Project (HEDP II, Loan 3311-IND). Messrs. T. Somerset (General educator - Consultant), D. Nielsen (General educator - Consultant), and Jin He (Education research assistant - Consultant) joined the project identification/preparation assistance mission.

Primary Teacher Development Project

2. DGHE has decided to limit the annual output of primary school teachers from the D2 preservice program (two-year post-secondary primary teacher education) to 7-8,000 in the first three years of the project period. Considering the likely increasing need for 20-25,000 primary school teachers annually in the latter half of this decade, DGHE selected only 62 of the 123 primary teacher education schools (SPGs/SGOs) allocated to DGHE in 1990; the remaining 61 SPGs/SGOs were returned to the Directorate-General of Primary and Secondary Education for conversion into general senior secondary schools (SMAs). DGHE selected the 62 schools as D2 preservice training institutes (UPPs) based on two criteria-- management convenience and cost effectiveness.

3. Only one-third of the 62 UPPs are located in rural areas. To address the disadvantages faced by rural areas with teacher shortages, DGHE has agreed to adopt the following measures: (a) trainees selected from the isolated teacher shortage areas will be provided with free room and board and other financial support (para 4[a]); and (b) planning for the location of new UPPs in teacher-shortage rural areas will be undertaken toward the end of the project period, based on the results of the project's research and teacher tracking system (para 10 [e]).

4. In response to the mission's suggestion, DGHE has agreed to greatly strengthen the Project Development Task Force in order to adequately prepare the project proposal documents by October 28 for preappraisal, commencing in the first week of November.

5. IEPS dated May 2 will be revised to incorporate the issues identified and proposed project components to address the above issues. The letter sent to Dr. Sukadji, Directorate-General of Higher Education,

confirming the Aide-Memoire (attached) agreed upon with him at the July 23 wrap-up meeting is also attached.

Supervision of the Second Higher Education Development Project  
(Ln. 3311-IND) - Environmental Study Centers (ESCs) Component

6. On my way to Indonesia, I visited the Tokyo OECF Office on June 17 to discuss the results of the OECF appraisal of the ESC component. I met with Mr. Kato, Director of Technical Appraisal Division and the leader of the OECF appraisal team to Indonesia, and Mr. Kuribayashi, Deputy Director of the Second Division, Loan Department I and a member of the appraisal mission. They informed me that the OECF Management disapproved their recommendation to finance the in-country staff development program (US\$ 3.5 million). In addition, the OECF management required that at least 50 percent of the overseas fellowship program be conducted in Japan. Senior officials at BAPPENAS and DGHE expressed their disappointment with OECF decision. DGHE has requested BAPPENAS to provide Rupiah funds to finance the in-country staff development program. Please refer to the August supervision report for more details on the OECF decision.

cc: Messrs./Mmes. Haug, Zincir (AS5DR); Bhattacharya, Swannack-Nunn (AS5CO); Gilpin (o/r), Shanley, Lieberman, Montague, He (AS5PH); Socknat, Dove (ASTPH); Schaeffer (ASIVP); Davis (ASTEN); Escudero (LEGAS); Kim (LOAAS); Somerset, Nielsen (ASTPH consultants); Sabeti, Deen, Fisher (RSI); Asia Files

Peer Review Group: Messrs. Rees, Aime (ASTPH); Holsinger (PHREE)

Attachments

MHY/mjm