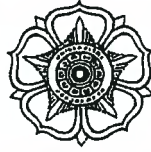


Small and Medium Enterprises Development Center
Universitas Gadjah Mada
Bulaksumur BLok A – 10 Yogyakarta
Telp. 0274 – 551757, Fax. 0274 – 551756
Web-site : smedc.ugm.ac.id
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SMEDC UGM



SMEDC UGM

**SMALL AND MEDIUM ENTERPRISES DEVELOPMENT CENTER (SMEDC)
Of Gadjah Mada University**

1 Background

The continuous economic crisis really gives a serious effect on business in general. Poor condition taking place as excess of monetary crisis, such as, Rupiah value instability, high inflation value, high interest rate, and social-political condition sensitivity, has directly and indirectly created sufficiently high business risk. Small and medium enterprises as one national economy activity actor is also affected by the economy fluctuation.

Thus, SME's, which has not been overestimated for its existence, with its various weaknesses, and minimum attention of government, in fact, it has resistance to face the crisis and has strategic economic role in various labor employment.

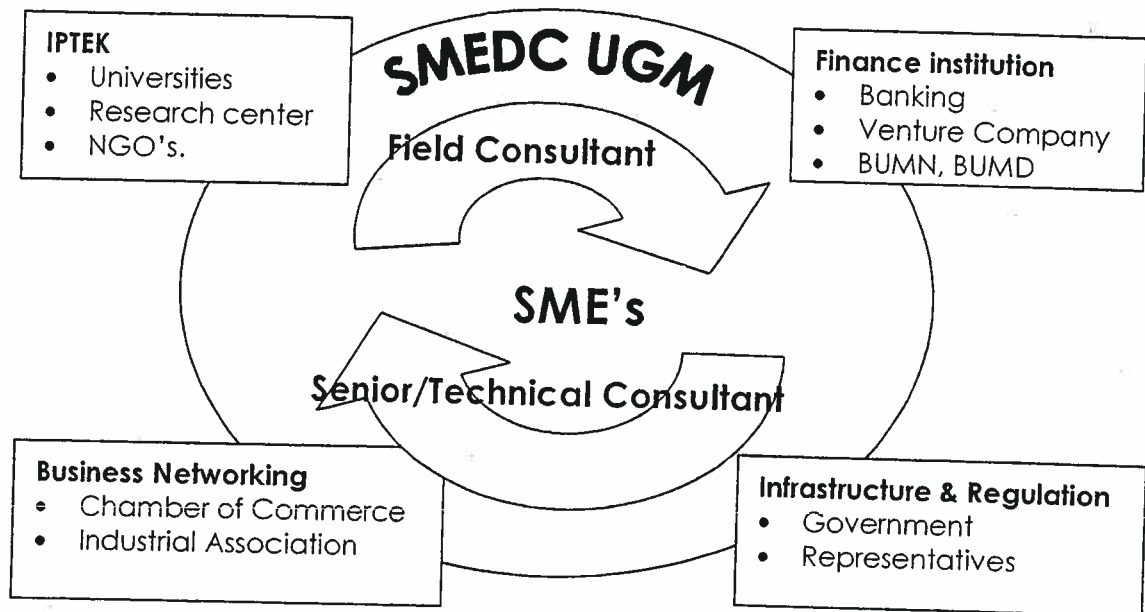
Considering the conditions above, it is necessary to have new approach multi-dimensionally in empowering the SME's giving innovative and continuous solution to, and perfect pattern of SME's construction recently tending to be partial in nature and not coordinated.

2 Vision and Mission

Small and medium enterprises development center of Gadjah Mada University (SMEDC UGM) is a permanent institution designed specifically to empower the small and medium enterprises. SMEDC UGM was born as manifestation from social responsibility mission implemented by UGM to participate in making effort to develop people economy by empowering the SME's and developing the

entrepreneurship. The vision of SMEDC UGM for next 10 years will be an institution which is recognized nationally for its pioneer in its research activities and SME's sector empowerment.

3 Empowerment Methodology



4 Empowerment Strategy

- Use of Research results of science and technology to perfect the technology of useful enterprises increases quality products and efficiency of operation.
- Development of new product design according to the current market trend.
- Setup up of overall enterprises management, including fields of marketing, operation, finance, and organization through accompanying activities.
- Extension of export market through internet marketing, and increase in capacity of export management.

- e. Structuring of business plan and writing of enterprises development feasibility proposal as reference to decision making of business.
- f. Formation of networking between SME's and alliance between the SME's and big enterprises to extend access to materials, access to capital, access to technology, and access to market to motivate growth of business.
- g. Loading of SME's capitalization, through relationship with banking or other financial institutions having care for existence of SME's.
- h. Development of infrastructures of local region by the local government to facilitate SME's operational activities.
- i. Structuring of regulation to protect the SME's from all forms of unhealthy market competition.
- j. Development of networking between governmental, private and public relation institutions performing activities of SME's empowerment to increase effectiveness and distribution.

5 Organizational Structure and Names of Administrators

No.	Name	Degree	Position
1	Prof.Dr.Mohamad Soejono, M.Sc.	S3	Director
2	Dr.Ir. Ali Agus, DAA, DEA	S3	Executive Director
3	Nurul Indarti, SE, Siv.Ok.Cand.Merc	S2	Operational Deputy
4	Bowo Setiyono, SE.,M.Com.	S2	General Deputy
5	Dr.AH Bambang Setiadji, MSc.	S3	Professional consultant
6	Ir.Gatot Murdjito, MS	S2	Professional consultant
7	Dr. Ir. Ali Wibowo, MSc.	S3	Professional consultant
8	Dr. R. Agus Sartono, MBA	S3	Professional consultant
9	Dr. Ir. Sutardi, M.App.Sc.	S3	Professional consultant
10	Dra.Yulia Arisnani, MBA	S2	Professional consultant
11	Drs. Haryono, Mcom.Akt.	S2	Professional consultant

12	Drs.Sahid S.Nugroho, MSc.	S2	Professional consultant
13	Ir.Anjal Ani Asmoro, MS	S2	Professional consultant
14	Dr. Jamhari	S3	Professional consultant

6 Facilitators and Their Skills

No.	Name	Degree	Skill
1	Muhammad Iskandar, SE	S1	Marketing
2	Agus Sutata, SE	S1	Accounting
3	Marsiyanto, SE	S1	Finance
4	EE Fitri Herawati, SE	S1	Development Economic
5	Mohammad Sony Cahyanto	S1	Organization/Institution
6	Teguh Hindriyadi, SH	S1	Chief Office
7	Ratri Parmadyawati, SE	S1	Staff
8	Ika Agus Setyaningrum, A.Md.	D III	Staff

7 Owned Facilities

No.	Facilities	Yes	No
1	Office Building with AC	√	
2	Service Cars	√	
3	Training Rooms	√	
4	Chairs and Desks for training	√	
5	OHP	√	
6	Desktop Computers	√	
7	Laptop Computers	√	
8	Internet Facilities	√	
9	Color Printer	√	
10	Filing Cabinet	√	
11	Telephones and Fax	√	
12	Chairs and Desks for guests	√	
13	Cupboard	√	
14	Library	√	

8 Ever Done Activities

- a. To plan development of SME's with international institution/industry association (KIKAS, UNINDO, ADB).
- b. To Make database of SME's profile of DIY (1200 SME's).
- c. To accompany 200 SME's in DIY in cooperation with SMEDC UGM-Kanwil BRI Yogyakarta in 2001 and 2002.
- d. To strengthen capital and accompany business for 100 SME's in DIY in cooperation with SMEDC UGM-BPD DIY in 2002.
- e. Business feasibility study for 250 SME's in DIY in cooperation with SMEDC UGM-BPD DIY in 2002.
- f. Potential SME's profile making study in DIY in cooperation with SMEDC UGM-BI Yogyakarta in 2002.
- g. Research of Bali tragedy impact on SME's performance in DIY in cooperation with SMEDC UGM-PT.Indocor, 2002.
- h. Applied management training for SME's in cooperation with SMEDC UGM-Pertamina Semarang, 2003.
- i. Applied Management Training for SME's in cooperation with SMEDC UGM-Perum PERURI, 2003, 2004, and 2005.
- j. Transfer of technology in field of feed processing, program of institutional construction and role empowerment for society (DIKTI), 2003.
- k. Cooperative Academic Education, institutional construction program and society role empowerment, board of partnership program development (DPPK) between colleges and enterprises (DIKTI), 2003, 2004, and 2005.
- l. Technology Transfer of feed processing field, institution construction program and society role empowerment (DIKTI), 2004.

- m. National workshop and comparative study of agro-industry-based mix farming management for cattle feeding for first and second forces, 2004.
- n. National Semiloka of coconut-based people industry area, 2004.
- o. To accompany central industry of leather in strengthening program of SME's capitalization, cooperation and financial institution, by providing star-up capital and equality (MAP), Academic Year of 2003, 2004-2006.
- p. Export management training for constructed SME's of PT.Telkom, 2004.
- q. Project of use of Research and development results of nuclear engineering (PHLIN) Batan, field of farming, cattle, industry, 2004 and 2005.
- r. Coconut fiber spinning in the project of local transmigration society of Bugel, Panjatan, Kolonprogo, 2004.
- s. To accompany the business of PE goat feeding in Sumbergiri, Ponjong, Gunungkidul, 2004.
- t. To make standard operating procedure of BUMN capital distribution in province of DIY, 2004.
- u. Project of use of Research and development results of nuclear engineering (PHLIN), Batan, field of farming, husbandry, 2005.
- v. Workshop and comparative study of agro-business-based mix farming management for cattle husbandry, force 3, year 2005.
- w. Workshop and comparative study of Agro-Business-based MIX Farming Management for medicine plants, force 1, 2005.
- x. Workshop and comparative study of revitalization of cooperation to increase society and employee prosperity, May 30 – June 02, 2005.
- y. Workshop and comparative study to plan and manage the agri-business for cattle husbandry by integrated management farming, June 20-23, 2005.

- z. Short Education and training and apprentice of applied management for SME's, September 19-23, 2005.
- aa. Active in various seminars, workshop, and other forums, both as performer, speaker and participants.
- bb. Individually consulting,

9 **Plan of development**

As business entity in field of accompanying service and business consultation which is also as Research institution and review, the development of enterprises is a certainty. The development of enterprises can be forms of increase in competency, extension of service area and various services according to the development requirement. The increase in competency, institutional strengthening and increase in quality human resources to improve service quality, development of service area, which were early in DIY area and around it, will be able to extend again till far from DIY area whose performance can be done directly by SMEDC UGM alone and cooperation with institution and local instances. Whereas, development of various service is an increase from what have been done recently plus variants.

2. 討議議事録 (R/D)

**RECORD OF DISCUSSIONS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE REPUBLIC OF INDONESIA
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR IMPROVING HIGHER EDUCATION INSTITUTIONS
THROUGH UNIVERSITY-INDUSTRY-COMMUNITY LINKS
IN GADJAH MADA UNIVERSITY**


Japan International Cooperation Agency (hereinafter referred to as "JICA") had a series of discussions through Resident Representative of JICA in the Republic of Indonesia, with the Indonesian authorities concerned with respect to desirable measures to be taken by JICA and the Government of the Republic of Indonesia for the successful implementation of the above-mentioned Project.

As a result of the discussions, JICA and the Indonesian authorities concerned agreed on the matters referred to in the document attached hereto.

Jakarta, February 23, 2006



Keiichi Kato
Resident Representative,
Japan International Cooperation Agency,
Indonesia Office



Satryo Soemantri Brodjonegoro
Director General,
Directorate General of Higher Education,
Ministry of National Education,
Republic of Indonesia

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF THE REPUBLIC OF INDONESIA

1. **The Government of the Republic of Indonesia will implement THE PROJECT FOR IMPROVING HIGHER EDUCATION INSTITUTIONS THROUGH UNIVERSITY – INDUSTRY - COMMUNITY LINKS IN GADJAH MADA UNIVERSITY (hereinafter referred to as “the Project”) in cooperation with JICA.**
2. **The Project will be implemented in accordance with the Master Plan which is given in Annex I.**

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Colombo Plan Technical Cooperation Scheme.

1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of the Japanese experts as listed in Annex II.

2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide machinery, equipment and other materials (hereinafter referred to as “the Equipment”) necessary for the implementation of the Project as listed in Annex III. The Equipment will become the property of the Government of the Republic of Indonesia upon being delivered C.I.F. (cost, insurance and freight) to the Indonesian authorities concerned at the sea ports and/or airports of disembarkation.

3. TRAINING OF INDONESIAN PERSONNEL IN JAPAN

JICA will receive the Indonesian personnel connected with the Project for academic and technical training in Japan.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE REPUBLIC OF INDONESIA

1. The Government of the Republic of Indonesia will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of the Republic of Indonesia will ensure that the technologies and knowledge acquired by the Indonesian nationals as a result of Japanese technical cooperation will contribute to the economic and social development of the Republic of Indonesia.
3. The Government of the Republic of Indonesia will grant in the Republic of Indonesia privileges, exemptions and benefits to the Japanese experts referred to in II-1 and their families, which are no less favorable than those accorded to experts of third countries working in the Republic of Indonesia under the Colombo Plan Technical Cooperation Scheme.
4. The Government of the Republic of Indonesia will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.
5. The Government of the Republic of Indonesia will take necessary measures to ensure that the knowledge and experience acquired by the Indonesian personnel from academic and technical training in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Republic of Indonesia, the Government of the Republic of Indonesia will take necessary measures to provide at its own expense:
 - (1) Services of the Indonesian counterpart personnel and administrative personnel as listed in Annex IV;
 - (2) Land, buildings and facilities as listed in Annex V;

- (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA referred to in II-2 ; and
 - (4) Means of transport for the Japanese experts for official travel within the Republic of Indonesia.
7. In accordance with the laws and regulations in force in the Republic of Indonesia, the Government of the Republic of Indonesia will take necessary measures to meet:
- (1) Expenses necessary for transportation within the Republic of Indonesia of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
 - (2) Customs duties, internal taxes and any other charges, imposed in the Republic of Indonesia on the Equipment referred to in II-2 above ; and
 - (3) Running expenses necessary for the Equipment of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. Director General of Directorate General of Higher Education, Ministry of National Education, as the Project Supervisor, will bear overall supervision of the Project.
2. Senior Vice Rector for Academic Affairs of Gadjah Mada University (hereinafter referred to as "UGM"), as the Project Director, will bear overall responsibility for the Project.
3. Head of Institute for Research and Community Services of UGM, as the Project Manager, will be responsible for managerial and technical matters pertaining to the implementation of the Project.
4. The Japanese Team leader will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.

5. The Japanese experts will give necessary technical guidance and advice to the Indonesian counterpart personnel on academic and technical matters pertaining to the implementation of the Project.
6. For the effective and successful implementation of technical cooperation for the Project, the Joint Coordinating Committee will be established whose functions and composition are described in Annex VI.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Indonesian authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

The Government of the Republic of Indonesia undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Republic of Indonesia except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the Government of the Republic of Indonesia on any major issues arising from, or in connection with this Attached Document.

VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Republic of Indonesia, the Government of the Republic of Indonesia will take appropriate measures to make the Project widely known to the people of the Republic of Indonesia.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be three (3) years from 1 April 2006.

- ANNEX I MASTER PLAN**
- ANNEX II LIST OF JAPANESE EXPERTS**
- ANNEX III LIST OF MACHINERY AND EQUIPMENT**
- ANNEX IV LIST OF INDONESIAN COUNTERPART AND ADMINISTRATIVE
PERSONNEL**
- ANNEX V LIST OF LAND, BUILDINGS AND FACILITIES**
- ANNEX VI JOINT COORDINATING COMMITTEE**

Master Plan

1. Objective of the Project

(1) Overall Goal

Roles of universities in meeting needs of industry and community are improved.

(2) Project Purpose

Research relevance is improved through University-Industry-Community (hereinafter referred to as "U-I-C") collaboration system in UGM.

2. Outputs of the Project

(1) The capability of researchers to execute research related to U-I-C collaboration in the field of engineering in UGM is improved.

(2) Cooperative interaction among U-I-C is strengthened by research implementation teams in the field of engineering in UGM.

(3) Organizational capacity of liaison window for U-I-C collaboration in UGM is strengthened.

(4) Functions of liaison window for U-I-C collaboration in UGM are enhanced.

3. Activities of the Project

1-1 Train researchers to attain skills to apply for and get competitive research grants.

1-2 Organize seminars on appropriate technology for researchers.

1-3 Establish commendations for academic achievements resulting from U-I-C collaboration.

1-4 Submit papers to international journals and/or conferences related to U-I-C collaboration.

1-5 Train nominated scholars from participating universities in the research activities related to U-I-C collaboration.

2-1 Carry out internship programs for students.

2-2 Dispatch lecturers to industry and/or community for understanding of the problems and exchanging the opinions about them.

2-3 Invite industry and/or community to participate in joint research and development.

2-4 Monitor and evaluate the quality of joint research and development.

3-1 Develop rules and regulations for management of the liaison window and aspects of technology transfer.

3-2 Establish rules and regulations for licensing technology for U-I-C collaboration.

3-3 Conduct surveys on resources and develop database for technology transfer within UGM.

3-4 Conduct a surveys on needs of industry and community for possible collaboration.

- 3-5 Train management staff of the liaison window for U-I-C collaboration management.
- 3-6 Train administrative staff of the liaison window for executing services such as contracting and referral to industry requesting consultation.

- 4-1 Collect and analyze good practices of collaboration by UGM.
- 4-2 Promote and advertise good practices and technology products through exhibitions, media and publications
- 4-3 Provide technical consultations and training to industry and community
- 4-4 Facilitate technology incubation by using research products.
- 4-5 Carry out campus open-house activities to introduce university activities especially research-related activities.
- 4-6 Organize seminars or workshop to analyze and disseminate lessons learned from the U-I-C collaboration to stakeholders
- 4-7 Carry out periodical meetings with local governments and related agencies to promote the collaborations

15 SP

List of Japanese Experts

1. Team Leader/Enhancement of Liaison Window for U-I-C Collaboration
2. Coordinator/Management of Liaison Window for U-I-C Collaboration
3. Knowledge management/intellectual property rights
4. Collaborative research capacity building for 8 research areas in the field of engineering

10 131

List of Machinery and Equipment

1. Equipment for common and general use of project management
2. Equipment for research activities in the field of engineering
3. Equipment for the joint research activities

Note:

1. The above-mentioned equipment will be strongly related with the Project activities for the technical cooperation by the JICA experts.
2. The detailed specifications and quantity of the above-mentioned equipment to be provided each year will be discussed in principle every year between the JICA experts and the Indonesian counterpart personnel based on the annual plan of the Project, within the allocated budget of the Japanese fiscal year (April–March).

List of Indonesian counterpart and administrative personnel

Counterpart personnel

1. Project Implementation Board

- (1) Senior Vice Rector for Academic Affairs of UGM, as the Project Director of the Project
- (2) Vice Rector for Research and Community Services of UGM
- (3) Vice Rector for Cooperation and Business Development of UGM
- (4) Head of Institute for Research and Community Services of UGM, as the Project Manager of the Project
- (5) Assistant of Vice Rector for Cooperation and Business Development of UGM

2. Joint Research Counterpart

Twenty (20) research implementation teams directed by researchers.

3. Administrative personnel

- (1) Full time administrative personnel at the Project,
- (2) Secretary(ies) at the office of the Project,
- (3) Technical supporting staff in the office of the Projects

List of Land, Buildings and Facilities

1. Land, buildings and facilities necessary for the Project
2. Offices and basic facilities for the JICA experts
3. Other facilities mutually agreed upon as necessary

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Joint Coordinating Committee

1. Functions

The Joint Coordinating Committee will meet when necessary and at least once a year in order to fulfill the following functions:

- (i) To formulate the annual work plan of the Project and to coordinate and monitor the overall progress of the Project based on the Tentative Schedule of Implementation within the framework of the Record of Discussions
- (ii) To review the result of the annual work plan and the progress of the Project.
- (iii) To review and exchange views on major issues that may arise during the implementation of the Project

2. Membership

The members of the Committee shall comprise:

Chairperson: Director General, Directorate General of Higher Education, Ministry of National Education

Vice-chairperson: Rector, UGM

Members: Senior Vice Rector for Academic Affairs, UGM

Vice Rector for Research and Community Services, UGM

Vice Rector for Cooperation and Business Development, UGM

Head of Institute of Research and Community Services, UGM

Head of Bureau of Cooperation, UGM

Director for Religion and Education of BAPPENAS

Resident Representative of JICA Indonesia Office

JICA Team Leader of the Project

JICA Experts in the field of Higher Education

Observers: Officials of the Japanese Embassy in Indonesia

Other personnel invited by the Committee

3. ミニッツ (M/M)

MINUTES OF MEETINGS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE AUTHORITIES CONCERNED
OF
THE GOVERNMENT OF THE REPUBLIC OF INDONESIA
ON
THE PROJECT FOR IMPROVING HIGHER EDUCATION INSTITUTIONS THROUGH
UNIVERSITY-INDUSTRY-COMMUNITY LINKS
IN GADJAH MADA UNIVERSITY


Japan International Cooperation Agency (hereinafter referred to as "JICA") had a series of discussions through Resident Representative of JICA in the Republic of Indonesia, with the Indonesian authorities concerned for the purpose of working out the details of the above-mentioned technical cooperation project.

As a result of the discussions, JICA and the Indonesian authorities concerned agreed to summarize the matters referred to in the document attached hereto as a supplement to the Record of Discussions.

Jakarta, February 23, 2006



Kenichi Kato
Resident Representative,
Japan International Cooperation Agency,
Indonesia Office



Satryo Soemantri Brodjonegoro
Director General,
Directorate General of Higher Education,
Ministry of National Education,
Republic of Indonesia



Sofian Effendi
Rector,
Gadjah Mada University,
Republic of Indonesia

THE ATTACHED DOCUMENT

I. PROJECT DESIGN MATRIX

JICA explained that the Project Design Matrix (hereafter referred to as the "PDM") is commonly used in Japanese technical cooperation in order to manage and implement projects efficiently and effectively. It will also be used as a reference for monitoring and evaluating the Project.

As a result of discussions, both sides agreed to apply the PDM as shown in ANNEX I to the Project with the following understanding:

1. The PDM is a logically designed matrix which defines the initial understanding of the framework of technical cooperation for the Project and indicates the logical steps toward the achievement of the Project purpose.
2. The PDM is to be flexibly revised according to the progress and achievements of the Project, upon approval by the Joint Coordinating Committee.

II. PLAN OF OPERATION

The Plan of Operation has been tentatively formulated according to the Record of Discussion (hereinafter referred to as "R/D"). The Plan of Operation for the entire period of the Project is shown in ANNEX II.

The Annual Plan of Operation is to be drafted by both the Indonesian and Japanese side according to the Plan of Operation and is to be submitted to the Joint Coordinating Committee. The activities are subject to change within the scope of the R/D, if necessity arises, in the course of the Project implementation.

III. ADMINISTRATION OF THE PROJECT

1. With reference to Article IV of the R/D, both the Indonesian and the Japanese side agreed that under the overall responsibility of the Project Director, coordination of administration and implementation of the Project will be carried out through mutual consultation by both the Indonesian and Japanese side.
2. The Organizational Chart of the Project is given in ANNEX III.

IV. OTHER ISSUES

1. In the final year of the Project, the organization of the Project will be formed into UGM's organizational structure.
2. The results of the project should be transferred to the other universities by UGM and DGHE.
3. UGM should make the effort to use all the resources such as knowledge capital within UGM for the achievement of the Project outputs.

ANNEX I PROJECT DESIGN MATRIX (PDM)
ANNEX II PLAN OF OPERATION
ANNEX III ORGANIZATION CHART

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PROJECT DESIGN MATRIX (PDM)

Project Name: Project for Improving Higher Education Institutions through University-Industry-Community Links in Gadjah Mada University
 Duration: 3 years Implementing Agency in Indonesia: Directorate General of Higher Education (DGHE) and Gadjah Mada University (UGM)
 Implementing Agency in Japan: Japan International Cooperation Agency Project Site: Gadjah Mada University Target Group: Gadjah Mada University

Narrative Summary		Verifiable Indicators	Means of Verification	Important Assumptions
(Super Goal) Competitiveness of industry and community welfare are improved				
(Overall goal) Roles of universities in meeting needs of industry and community are improved.	<ol style="list-style-type: none"> Number of technology incubation initiated by University-Industry-Community (hereinafter referred to as "U-I-C") collaboration. Rating or score of the participating universities in accreditation maintains or becomes higher. Number of new technologies marketed. Number of universities establishes liaison windows for U-I-C collaboration. 	<ol style="list-style-type: none"> Data from universities Data from BAN (Board of Accreditation) Data from universities Data from universities 	The current level of economic stability maintained.	
(Project Purpose) Research relevance is improved through U-I-C collaboration system in UGM.	<ol style="list-style-type: none"> At least twenty (20) new research contracts of U-I-C collaboration managed by the liaison window. At least four (4) research results implemented in industry and community. At least four (4) patents applications from U-I-C collaboration. At least two (2) commercial products become available in market based on the research collaboration. 	<ol style="list-style-type: none"> List of the contracts List and reports on the research List of the patent applications List and description of the commercialized products 	UGM supports expansion of U-I-C collaboration to target universities. Industries and communities in the area of target universities support U-I-C collaboration.	
(Output) 1. The capability of researchers to execute research related to U-I-C collaboration in the field of engineering in UGM is improved.	<ol style="list-style-type: none"> At least fifty (50) research grants from intra- and extra-university sources awarded to researchers At least five (5) seminars with proceedings produced for the seminars. At least three (3) publicities on research activities and results in media. At least five (5) research papers submitted to international journals. At least five (5) research papers accepted to international conferences. At least twenty five (25) research papers accepted in accredited national journals. At least six (6) scholars nominated by 	<ol style="list-style-type: none"> List of research grant awarded List of seminars and proceedings List of publicities in media List of research papers submitted or accepted List of scholars enrolled in the 	Researchers are willing to carry out U-I-C collaboration	

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>2. Cooperative interaction among U-I-C is strengthened by research implementation teams in the field of engineering in UGM.</p>	<p>participating universities for postgraduate programs at UGM.</p> <p>2-1 At least thirty (30) students carry out internship at industry.</p> <p>2-2 At least two (2) times per research activity to visit to industry and/or community.</p> <p>2-3 At least twenty (20) joint research carried out</p> <p>2-4 At least three (3) monitoring and evaluations of the quality of research.</p>	<p>program.</p> <p>2-1 List of students participated in internship</p> <p>2-2 List and the reports of lecturers visiting industry and community</p> <p>2-3 Report of joint research carried out in UGM</p> <p>2-4 Report of monitoring and evaluations</p>	
<p>3. Organizational capacity of liaison window for U-I-C collaboration in UGM is strengthened.</p>	<p>3-1 Complete set of rules and regulations for managing liaison window and aspects of technology transfer is available.</p> <p>3-2 Complete set of rules and regulations for licensing technology is available.</p> <p>3-3 Report of inventory of resources for technology transfer and the database is accessible via website.</p> <p>3-4 Report of needs assessment of industry and community is available.</p> <p>3-5 At least ten (10) management staff are trained</p> <p>3-6 At least five (5) administrative staff are trained</p>	<p>3-1 Rules and regulations</p> <p>3-2 Rules and regulations</p> <p>3-3 Report and database of inventory of resources</p> <p>3-4 Report of needs assessment</p> <p>3-5 Report of training and participants list</p> <p>3-6 Report of training and participants list</p>	<p>The researchers who have practiced collaboration with industry and community are willing to transfer new contracts to the liaison window.</p>
<p>4. Functions of liaison window for U-I-C collaboration in UGM are enhanced.</p>	<p>4-1 Report of analysis on good practices is available.</p> <p>4-2-1 At least six (6) participations to exhibitions and media coverage.</p> <p>4-2-2 Nine (9) newsletters published.</p> <p>4-3 At least ten (10) consultations and training to industry and/or community</p> <p>4-4 At least six (6) seeds for technology transfer to be incubated.</p> <p>4-5-1 At least three (3) campus open house events organized.</p> <p>4-5-2 At least three thousand (3,000) visitors attending the campus open-house events.</p> <p>4-6 At least three (3) seminars or workshop organized.</p> <p>4-7 At least six (6) periodical meetings with local government and related agencies.</p>	<p>4-1 Report of analysis</p> <p>4-2-1 Record of participated exhibitions and media coverage</p> <p>4-2-2 Newsletters published</p> <p>4-3 Record of consultations and training</p> <p>4-4 List of seeds</p> <p>4-5 Data of visitors attending the campus open-house events.</p> <p>4-6 List of seminars and workshops organized.</p> <p>4-7 Minutes of meeting.</p>	

Activities	Input		Important Assumptions
<p>(Output 1): The capability of researchers to execute research related to U-I-C collaboration in the field of engineering in UGM is improved.</p> <p>(Activities) 1-1 Train researchers to attain skills to apply for and get competitive research grants. 1-2 Organize seminars on appropriate technology for researchers. 1-3 Establish commendations for academic achievements resulting from U-I-C collaboration. 1-4 Submit papers to international journals and/or conferences related to U-I-C collaboration. 1-5 Train nominated scholars from participating universities in the research activities related to U-I-C collaboration.</p>	<p>1. Japanese side: a. Dispatch of JICA experts for project management and related research. b. Training of counterpart personnel in Japan. c. Provision of necessary equipments.</p>	<p>2. Indonesian side: a. Office and support facilities necessary for the project management. b. Assignment of management and administrative personnel for the liaison window. c. Laboratory space and facility for joint research.</p>	<p>Industry and community is willing to accept students and faculty members.</p>
<p>(Output 2): Cooperative interaction among U-I-C is strengthened by research implementation teams in the field of engineering in UGM.</p> <p>(Activities) 2-1 Carry out internship programs for students. 2-2 Dispatch lecturers to industry and/or community for understanding of the problems and exchanging the opinions about them. 2-3 Invite industry and/or community to participate in joint research and development. 2-4 Monitor and evaluate the quality of joint research and development.</p>	<p>d. Provision of necessary funding for implementation of collaboration research activities. e. Expenses necessary for activities in the liaison window. f. Expenses for participants to attend international conferences and seminars. g. Expenses for conducting training, workshops, and seminars. h. Expenses for publications to international journals and conferences.</p>	<p>d. Training space and facility. e. Counterpart budget for research collaboration activities. f. Expenses necessary for activities in the liaison window. g. Expenses for participants to attend national conferences, seminars, training and workshops. h. Expenses for conducting training, workshops, and seminars.</p>	<p>Local government supports U-I-C collaboration</p>

Activities	Input	Important Assumptions
<p>(Output 3): Organizational capacity of liaison window for U-I-C collaboration in UGM is strengthening.</p> <p>(Activities)</p> <p>3-1 Develop rules and regulations for management of the liaison window and aspects of technology transfer.</p> <p>3-2 Establish rules and regulations for licensing technology for U-I-C collaboration.</p> <p>3-3 Conduct surveys on resources and develop database for technology transfer within UGM.</p> <p>3-4 Conduct surveys on needs of industry and community for possible collaboration.</p> <p>3-5 Train management staff of the liaison window for U-I-C collaboration management.</p> <p>3-6 Train administrative staff of the liaison window for executing services such as contracting and referral to industry requesting consultation.</p>	<p>i. Expenses for international patent registration.</p> <p>i. Expenses for publications to national journals and conferences.</p> <p>j. Expenses for national patent registration.</p> <p>k. Scholarships for academic staff from participating universities to undertake postgraduate programs and research internships at UGM.</p>	<p>Industry and community is willing to accept to conduct the surveys.</p>
<p>(Output 4): Functions of liaison window for U-I-C collaboration in UGM are enhanced.</p> <p>(Activities)</p> <p>4-1 Collect and analyze good practices of collaboration by UGM.</p> <p>4-2 Promote and advertise good practices and technology products through exhibitions, media and publications</p> <p>4-3 Provide technical consultations and training to industry and community</p> <p>4-4 Facilitate technology incubation by using research products.</p> <p>4-5 Carry out campus open-house activities to introduce university activities especially research-related activities.</p> <p>4-6 Organize seminars or workshop to analyze and disseminate lessons learned from the U-I-C collaboration to stakeholders</p> <p>4-7 Carry out periodical meetings with local governments and related agencies to promote the collaborations</p>		<p>(Precondition) UGM assures establishment of liaison window which can effectively carry out the project activities.</p>

**Plan of Operation
Project for Improving Higher Education Institutions through University-Industry-Community Links in Gadjah Mada University**

	1st Year				2nd Year				3rd Year				Remarks					
	I	II	III	IV	I	II	III	IV	I	II	III	IV						
	Output 1: The capability of researchers to execute research related to U-I-C collaboration in the field of engineering in UGM is improved.																	
1	Train researchers to attain skills to apply for and get competitive research grants.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Training should be based on the survey related to research grants.
2	Organize seminars on appropriate technology for researchers.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	The focus of seminars is to manage the joint research based on U-I-C collaboration.
3	Establish commendations for academic achievements resulting from U-I-C collaboration.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Commendations should be prevailed through UGM.
4	Submit papers to international journals and/or conferences related to U-I-C collaboration.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
5	Train nominated scholars from participating universities in the research activities related to U-I-C collaboration.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
	Output 2: Cooperative interaction among U-I-C is strengthened by research implementation teams in field of engineering in UGM.																	
1	Carry out internship programs for students.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	Internship should be conducted based on the survey on the needs of
2	Dispatch lecturers to industry and/or community for understanding of the problems and exchanging the opinions	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3	Invite industry and/or community to participate in joint research and development.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
4	Monitor and evaluate the quality of joint research and development.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
	Output 3: Organizational capacity of liaison window for U-I-C collaboration in UGM is strengthened.																	
1	Develop rules and regulations for management of the liaison window and aspects of technology transfer.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
2	Establish rules and regulations for licensing technology for U-I-C collaboration.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
3	Conduct surveys on resources and develop database for technology transfer within UGM.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
4	Conduct surveys on needs of industry and community for possible collaboration.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
5	Train management staff of the liaison window for U-I-C collaboration management.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
6	Train administrative staff of the liaison window for executing services such as contracting and referral to industry	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	

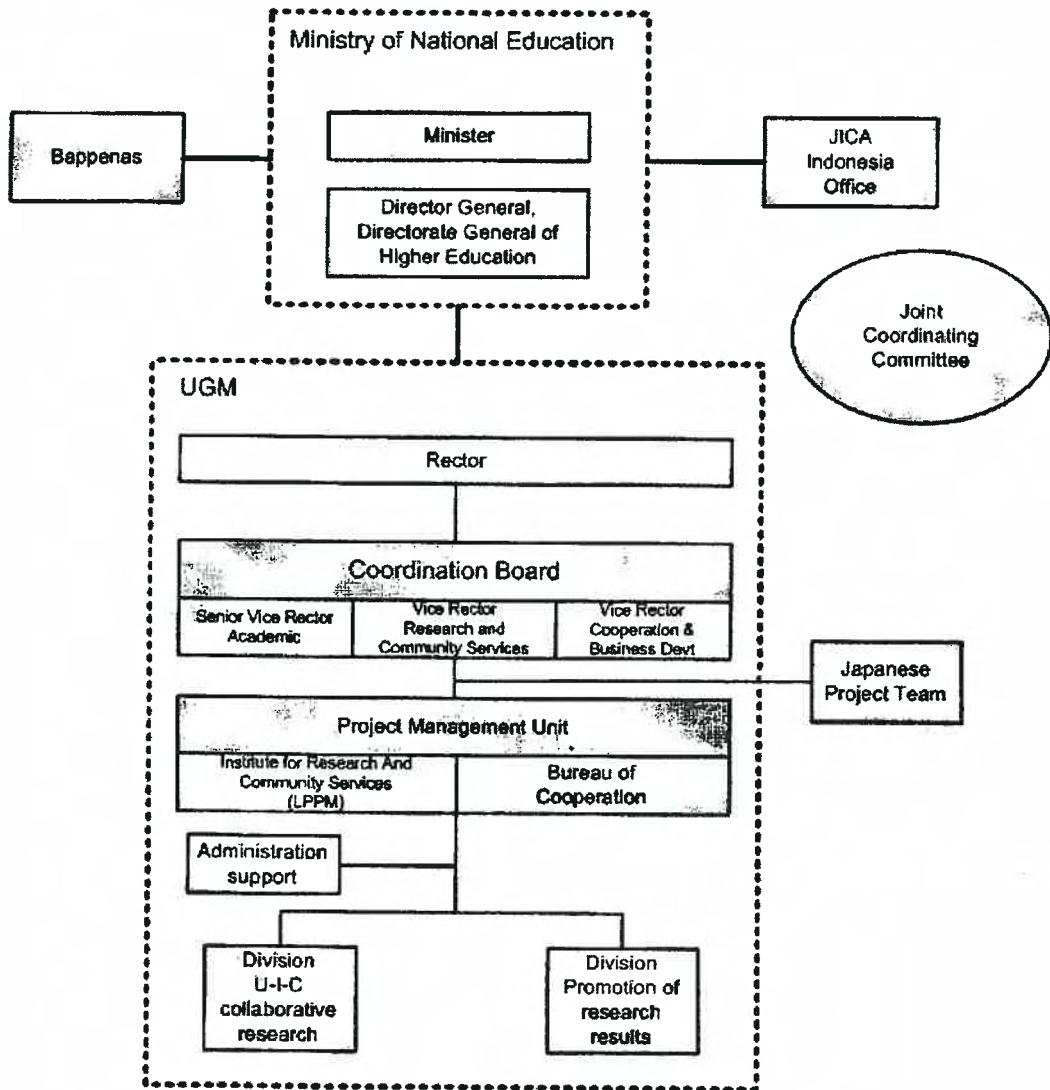
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**Plan of Operation
Project for Improving Higher Education Institutions through University-Industry-Community Links in Gadjah Mada University**

	1st Year				2nd Year				3rd Year				Remarks	
	I	II	III	IV	I	II	III	IV	I	II	III	IV		
Output 4: Functions of liaison window for U-I-C collaboration in UGM are enhanced.														
1														
2														
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Organization Chart of Project Implementation



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