



**DIRECTORATE GENERAL OF  
HIGHER EDUCATION, RESEARCH, AND TECHNOLOGY**  
Ministry of Education, Culture, Research, and Technology

**Kampus  
Merdeka**  
INDONESIA JAYA



# Inter University Center for Excellence

Guidelines for Proposal Submission



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**Directorate General of Higher Education, Research, and Technology**  
Ministry of Education, Culture, Research, and Technology



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# Foreword

The Minister of Education, Culture, Research, and Technology established the independent learning-independent campus (MBKM) policy in 2020, transforming higher education to improve the quality and relevance of higher education outcomes. The targets to be achieved through the strategy are (1) increasing the quality of higher education graduates, (2) increasing the quality of higher education lecturers, and (3) increasing the quality of curriculum and learning as measured through 8 (eight) Key Performance Indicators (IKU) which are set on Decree of the Minister of Education, Culture, Research and Technology (Number 210/M/2023). Moreover, MBKM program also accelerates the transformation of universities to be the leader in a particular sector, which provide benefit on facing global issues, including climate change, which significantly impacts human survival.

For this reason, the Directorate General of Higher Education, Research and Technology (Diktiristek) seeks to encourage, facilitate and accelerate higher education institutions in implementing the Independent Campus policy and achieving the 8 (eight) Main Performance Indicators. In 2024, the Directorate General of Higher Education, Research and Technology will organize **Inter University Center for Excellence (IUCfE)**, driving universities to be center universities on such priority sectors against climate change issues. Funding for this program will be allocated to the public universities in Indonesia in the top 500 universities in the world. Even though it is an allocation, this program must be supported by proposals that perform good quality and feasibility.

We also thank and appreciate the team who worked hard and dedicatedly in compiling and formulating this IUCfE proposal guideline. We hope this guideline will be helpful to universities in preparing proposals and fostering the spirit of higher education to play a role and make a real contribution to overcoming the global crisis on climate change for the welfare and advancement of the Indonesian nation.

Jakarta, September 2023

**Prof. Ir. Nizam, M.Sc., DIC., Ph.D**

Interim Director General of Higher Education, Research and Technology



**DIRECTORATE GENERAL OF  
HIGHER EDUCATION, RESEARCH, AND TECHNOLOGY**

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# 1. Background and Rationale

Currently we have to cope with several global challenges, and one of the most critical is global climate change. In 2021 the government has enacted the Law 16 / 2016 and Presidential Regulation 98/2021 on the national commitment to anticipate climate change. It is undeniable that climate change affects many sectors, particularly Health, Agriculture, Energy, and the availability of Resources. In order to cope with such challenges, a national commitment is needed to reduce risks and overcome various problems.

The most obvious impact of climate change is extreme weather, temperature rise and natural disasters, including flood, landslide, and earthquake. Due to its geographical location and condition, Indonesia should be ready to reduce the risk and overcome the problems.

Since Indonesia is endowed by rich natural resources and having large population, it also has potentially higher risk to be affected by climate change. Inaccuracy programs to cope with the challenges will snow balling to have a long-term impact to the future generation. Universities have a critical role, directly or indirectly, in developing the capacity to anticipate as well as overcome problems arising from climate change.

University has a central role in developing the quality and quantity of research, particularly in climate change and sustainable development. University is also the most strategic and appropriate place for disseminating the concept of the risk of climate change among the younger generation. As an institution that gathers the most educated resources, it has the potential to become the center of national innovation and the driving force of sustainable development, contributing to the national platform and preparing the qualified human resources needed to carry it out.

The Ministry of Education, Culture, Research, and Technology expects Indonesian universities to be included at least in the top 500 globally. This initiative drives universities to improve their Tridharma activities toward global competitiveness and international reputation. The result of various university activities is also expected to benefit efforts of solving national problems, including climate changes. However, most universities are currently hampered by inadequate capital resources, particularly state of the art equipment to be able to carry out internationally competitive research and activities. The last government major investment in top public universities was 2017.

The expectation of the government is that the top national universities will be able to execute effective and efficient activities in coping with the challenges of climate change. At the same time, they are also expected to be able to share their resources through Inter University Center for Excellence in priority sectors.

## 2. Objectives

The general objective of the development of **Inter University Center for Excellence (IUCfE)** is to improve the national competitiveness in coping with the strategic issues related to climate change. The specific objectives are,

- a) **Developing Centers of Excellence in priority sectors related to climate change.**

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- b) **Encouraging designated universities to become pioneers in developing the selected priority sectors, and earned national as well as international recognition.**

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- c) **Developing the designated universities to play a role as the national reference point in activities related to the selected priority sector.**

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- d) **Developing synergetic and sustained partnerships with various international**

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## 3. Program Description

### 3.1. General Picture

IUCfE is a program to facilitate designated universities to become center of excellence in selected priority sectors according to its research and development road map. It also requires these universities to prepare down streaming products and activities related to the selected priority fields by developing partnership with external stakeholders, in the context of climate change and green economy.

This program requires the beneficiaries to develop proposals of implementation plan for 3 (three) years (2024–2026). The proposal should include capacity development to ensure financial sustainability through partnership with various national as well as international external stakeholders. It should develop a plan to ensure achieving global competitiveness as a world class university.

## 3.2. Priority Sectors

The designated universities are directed to develop Inter University Center for Excellence (IUCfE) and could select maximum of 2 (two) of the following priority sectors in climate change.

### a. Food Security

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Food security and autonomy is an essential element in a nation's survival. Solutions should be found and developed based on geographical condition, social, and cultural, as well as the availability of supporting technology. Universities are expected to develop comprehensive and holistic solutions by taking into account natural condition and its potential, local culture, capitalizing the available cutting-edge technology. The solution selected should also consider global issues, particularly climate change, as well as current global social, political, and economic trends.

### b. Health Autonomy

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Health is a human basic need and the main factor in developing a nation's competitiveness. In addition to responding to changes in climate, lifestyle, and demographic structure; solutions should also capitalize state of the art technology. It should also take into account global issues in health, such as pandemic, aging society, and disparity.

### c. Energy Availability

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The need for energy is ever increasing in line with the social and economic development of a nation. Indonesia with its 275 million population requires a large supply of energy. The biggest challenge is to provide an energy supply which is affordable as well as accessible to all citizens. A constant energy supply is also needed for supporting domestic industrial development. In relation to global climate change, transition to new and renewable energy should always be taken into the picture in developing solutions.

### d. Disaster Risk Reduction

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The obvious impact of climate change is extreme weather and increasing natural disasters, such as extended drought, flood, land slide, and quake. In order to cope with the challenges, a strong research capacity is needed to reduce the risk and prepare for the worst.

### e. Conservation and Green Economy

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Indonesia is endowed by rich natural resources and high biodiversity that it needs to continuously improve conservation effort. It also requires developing an economy based on carbon trade and green/blue economy.

### 3.3. Target

This program is directed to universities included in the top best 500 according to QS Rank 2024, namely **Universitas Gajah Mada, Universitas Indonesia, Institut Teknologi Bandung, Universitas Airlangga, and Institut Pertanian Bogor**. These universities are considered to have sufficient capacity to develop center of excellence and function as inter university center in priority sectors.



Each university is invited to submit a proposal to develop Inter University Center for Excellence in a maximum of 2 (two) priority sectors. The academic strength and development focus in each selected sector should be reflected in the proposal. Considering its complexity, the proposal should also reflect the cross and multi-disciplinary approach in developing the centers.

The proposal is required to indicate partnership with industries and/or international universities or research institutions in the selected priority sector. Evidence of past and present partnership is needed to be included in the track record, whilst the future partnership has to be presented in the proposed plan.

## 4. Performance Indicators

The following indicators are to be used to measure the effectiveness and performance of the proposed centers.

### 4.1. Quantity, Quality, and Relevance of Graduates

The number of graduates per program (undergraduate, master, and doctor) per semester will be used to measure the quantity aspect. Indicators to measure quality should be proposed and elaborated in the proposal. The relevance aspect will primarily be focused on graduates of undergraduate programs, which is measured by the proportion of graduates who are employed within 3 months after graduation or less. Graduates' employments are not limited to those who are working within the same field of disciplines but are to include also any decent and appropriate jobs for such competency level. Additional indicators may be proposed to specifically measure relevance of graduates within the field of disciplines appertained to the selected development focus.

## 4.2. Research Performance

Research performance will be measured using the SINTA Index which constitutes paper publications and books, as well as other forms of IPR, and the number of research projects which are conducted in collaboration with internationally acclaimed research institutes or universities or funded by international funding agencies. Additional indicators may be added particularly to demonstrate accelerated performance within the area of the focus of the proposed center(s).

## 4.3. International Recognition

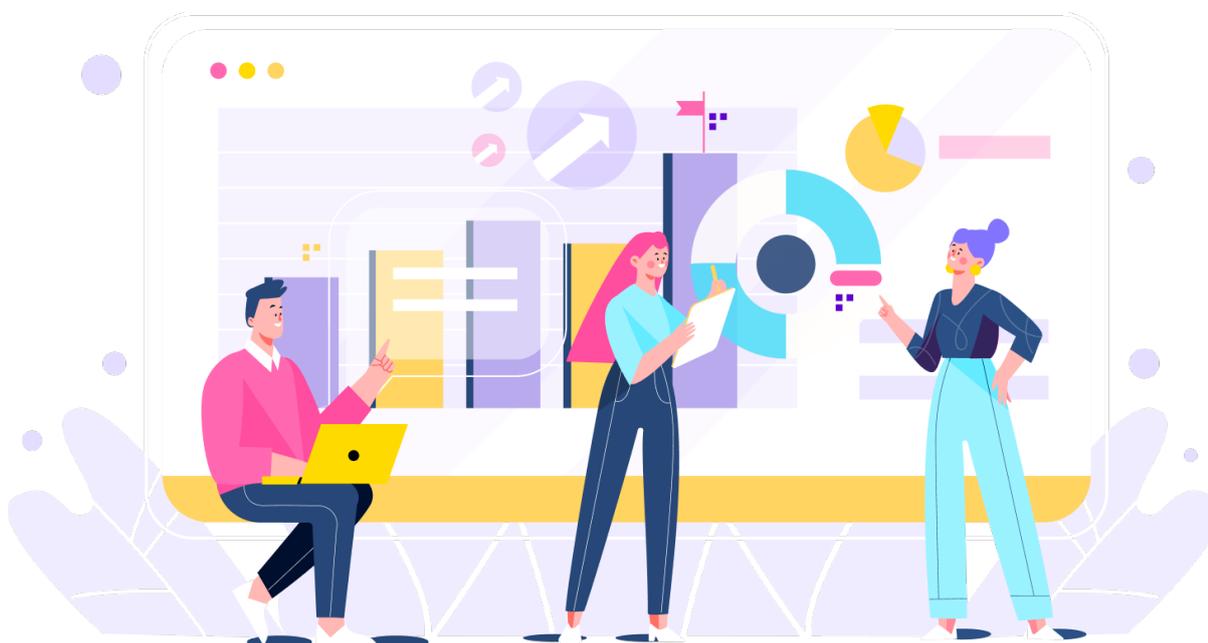
International recognition is measured using the following specific indicators:

- a) Number of overseas students enrolled as fulltime students for a degree program.
- b) Number of visiting professors from Top-100 rank universities (QS ranking) or visiting researchers from internationally acclaimed research agencies.
- c) Number of faculties serve as visiting professors to Top-100 rank universities (QS ranking) or as visiting researchers to internationally acclaimed research agencies.
- d) Number of double or join degree programs with reputable overseas universities.

Additional indicators which reflect the recognition of the center by international academic communities may also be added.

## 4.4. Self-generated Revenues

This indicator measures the capacity of the proposing institution to generate funding to support the center activities sustainably. Such revenue shall be generated from income streams other than tuition and fees. As the center's activities will be primarily focused on research and development, such revenues are preferably coming from research contracts and services which at the same time demonstrate the quality and relevance of the center(s). Other revenues from sources such as donation, royalties, etc. can also be used as indicators under this category.



# 5. Funding Allocation Scheme and Eligible Cost Components

## 5.1. Funding Allocation Scheme

As described earlier, 5 PTN-BH i.e., UGM, UI, ITB, IPB and UNAIR are eligible for this funding. The allocation to each PTN-BH will be based on a funding proposal submitted by the aforementioned PTN-BH. Each PTN-BH is invited to submit one consolidated funding proposal which may contain the development of one or two centers of choices. For the fiscal year 2024, each institution may propose funding for the maximum total of Rp. 200 billion, 80% of which shall be budgeted for capital investment. The amount of funding to be allocated will depend on the overall quality of the proposal as recommended by the reviewers. Proposed funding for the subsequent years (year 2 and 3) should be much less than the first year because most of the major investment has been carried out in the first year. It shall also be focused on additional investment and reflect an increased capacity of the center to finance its own activities through its self-generated revenue.

The main beneficiary of the funding is the Inter University Center for Excellence on a specific focus as described earlier. Each center of excellence will reflect an academic excellence in certain discipline or a group of disciplines and are supported by an academic or a group of academic units (Department, Schools, Faculties). The center will be accordingly named as:



**Pusat Pengembangan Ketahanan Pangan (PUAPT-KP), or  
Center of Excellence in Food Security**



**Pusat Pengembangan Energi Baru dan Terbarukan (PUAPT-EBT),  
or Center of Excellence in New and Renewable energy**



**Pusat Pengembangan Kemandirian Kesehatan (PUAPT-KS), or  
Center of Excellence in Health Autonomy**



**Pusat Penurunan Risiko Bencana (PUAPT-PRB), or  
Center of Excellence in Disaster Risk Reduction**



**Pusat Pengembangan Konservasi dan Ekonomi Hijau (PUAPT-KEH), or  
Center of Excellence in Conservation and Green economy**

Each center will serve the function as the Inter University Center for Excellence in the chosen sector, which will provide access for other higher education institutions to utilize resources available at and activities conducted by the center

## 5.2. Eligible Cost Components

The funding proposal shall explicate its budget and activities plan for three fiscal years (2024, 2025 and 2026). The budget and activities plan for 2024 should be presented in detail. In the case of proposing for the establishing two centers, budget allocation for each center should clearly indicated. As explained earlier, the maximum total of funding proposal for FY 2024 shall not exceed Rp. 200 billion. The following expenditure components are eligible:

### 1. Equipment

- Particularly for the state-of-the-arts laboratory equipment to support research undertaking as the core function of the center. Such equipment should be relevant also to support research activities for master or doctoral students who are working in the center as part of their thesis or dissertation.
- Teaching equipment or teaching laboratory may also be proposed as to support training activities as the center also serves as an Inter University Center within the chosen focus of excellence.

### 2. Civil Works

Minor civil works or renovation can be proposed as deemed necessary for the new equipment or laboratory support system. For example, a specially designed room for supporting bio-safety-laboratory (with negative pressure etc.), hazardous waste handling, etc.

### 3. Nondegree Training and Certification for Researchers or Technician (maximum of 5%)

Special training for operation and maintenance of new equipment, or special competency set as well as certification required for researchers working in the field pertaining to the focus area, are examples of training that can be supported by this component. Limited training for the management team of the center for improving their knowledge and skills in managing the center can also be proposed. In particular, the following are examples of such trainings:

- a. Technical training on operation and maintenance of specific equipment for researchers or technicians.
- b. In house training on specific topic by inviting experts from industries or research agencies.
- c. Training for a specific competency/skills of academic substance within the focus of chosen priority area of the center, for researchers.
- d. Certification for a specific competency as required for researchers working in the area of disciplines of the center.

#### 4. Workshop or Seminar, and Collaboration or External Linkages (maximum of 3%)

This component can be used for workshop for soliciting or gathering inputs from different stakeholders which may be needed during the development of the planning of the center. It can also be used for holding a seminar which involves wider academic communities for disseminating or exchanging ideas within the field.

This component can also be used for extending and establishing academic collaboration with internationally acclaimed research universities or research agencies of similar or relevant field, as well as strategic collaboration with potential partners from industries.

If proposed, unit cost for this component shall be in accordance with the Peraturan Menteri Keuangan Nomor 49 Tahun 2023 or the internal regulation of each PTN-BH.

#### 5. Research Funding or Counterpart Funding (minimal 10%)

As a form of commitment to support the function of the Center, each proposing institution should allocate budget for financing research activities which will be run by the Center. For the first year (FY 2024), such funding should be budgeted for at least 10% of the total proposed funding. Such funding will be treated as the counterpart funding from the proposing institution, which should ideally be generated through research grants or contracts from various sources.

Table 1. Cost Components and its Propotion

No.	Cost component	Proportion	
1	Equipment	80 % (Min.)	
2	Civil Works (minor)	-	20 % (Max.)
3	Nondegree Trainings and Certification	5 % (Max)	
4	Workshop, Seminar and Collaboration	3 % (Max)	
5	Counterpart funding	Min 10% and from outside the scheme	

# 6. Proposal Evaluation Process and Criteria

## 6.1. Evaluation Processes

Evaluation of a funding proposal consists of three main steps: administrative checks, proposal review, and funding decision. The whole process will adhere to the following key principles, i.e., accountable, objective, and transparent. Further elaborations for each step of evaluation are described as follows:

### i. Administrative Checks



This step is performed by and on behalf of the Directorate General of Higher Education, Research and Technology to ensure that the submitted proposal is complete and in compliance with the guidelines. Should there be any deviation from the guidelines, opportunities will be given to make up the shortcomings and to correct the deviation.

### ii. Proposal Review



Proposal review constitutes two sequential steps: desk review and site visit, will be performed by a panel of experts. The review panel will be commissioned by the DGHERT and is composed of three experts including one international (overseas) and one domain expert. The desk review is a qualitative evaluation of a funding proposal based on the evaluation criteria described in Section 6.2. Whilst the site visit is meant to validate and confirm the findings during the desk review, as well as to make judgement on the feasibility for implementing the proposed programs based on the onsite observation. There will also be a session for scrutinizing the proposed budget to ensure that it is in accordance with and in compliance with the government financial regulations and guidelines. The main outcome of the proposal review is a recommendation regarding the overall quality of the proposal under consideration.

### III. Funding Decision



The decision for funding will be made by the DGHERT after considering the recommendation from the review panel.

## 6.2. Evaluation Criteria

The following criteria will be used to evaluate a funding proposal.

### a. Institution's Track Record and Capacity to Run the Proposed Center

The main aspect to be evaluated under this criterion is the institution's track record and capacity to undertake significant research activities which are relevant to the area of the chosen field. Evidence of such track record can be in the form of research publication, research projects and grants, as well as international recognition such as international ranking by discipline or accreditation from reputable agencies. In addition, the capacity of the institution to effectively run the proposed center and develop it as a center of excellence will also be evaluated under this criterion.

### b. Quality of the Proposed Programs, Relevance and Prospective Impact of the Center

Aspects to be evaluated under this criterion include the overall quality of planning for the development of the proposed center, programs to be run by the center, as well as the relevance and prospective impact of the center to the national agenda in addressing the priority area under consideration. Includes also the evaluation on how the center will produce solutions to the national problems as well as to meet the performance indicators described in Section 4 by capitalizing on the invested resources which will be allocated to the center.

### c. Institutional Commitment, and Partnership at the National and International Levels

Institutional commitment will be seen from the alignment of the proposed center with the institution's overall development plan, clarity of the planning of the center (from short, medium to long term plan), as well as institution's strategy and commitment to provide adequate resources to support the operation of the center as an integral part of the institution's operational or routine activities.

Partnership is seen from the capacity of the institution to forge strategic external linkages and to gain buy-in from relevant partners both at the national and international levels. Such partnership includes those already established or those to be later established as part of the program of the center.

# 7. Structure of the Proposal

The Proposal should be prepared concisely with clear logical framework, written in English and comply with the standard requirements. The proposal should be typed in single-spaced, 12-point size in Times New Roman with A4 paper size. The content of proposal should follow the following structure:

**Title/Cover Page** (The format in Appendix 1)

**Identification and Endorsements Page** (The format in Appendix 2)

**Content**

**Executive Summary** (max. 1 page)

**Chapter 1. Rationale in Selection of Priority Sector and Its Focus (max 7 pages)**

This chapter should clearly and comprehensively explain the justification of selecting the Priority Sector(s) and its (their) focus based on the track records, excellent potency and niche of the university and how it relates with the university strategic plan and priorities. The academic track record of the university in the chosen priority sector has to be presented comprehensively and integrated, covering academic reputation at national and international level, subject based international recognition, international accreditation etc.

**Chapter 2. Design of The Inter University Center for Excellence (max. 15 pages for each IUCfE)**

For each priority sector or IUCfE, the university shall explain:

- The function and target of the IUCfE to be developed.
- The operational design of IUCfE, including organization, governance and working procedure of the IUCfE.
- The Strategic Plan and Road Map to develop IUCfE to enable IUCfE as the center of excellence in the chosen priority area and its focus, which will provide access for other higher education institutions to utilize recourses available at and activities conducted by the center. In this chapter, the university has also to explain the strategy for sustainability of the IUCfE.
- Proposed Program for 3 years in developing IUCfE. The 3-year proposed program is presented clearly but concisely, while the 1st year program (2024) shall be explained in detail.

### Chapter 3. Performance Indicators (max 2 pages)

The university shall set performance indicators to measure the effectiveness and performance of the proposed IUCfE relevant to the proposed programs. The university has to propose targeted indicators for each year of program implementation, using Table 1 as a standard format.

Table 2. Performance Indicators

Performance Indicator	Baseline 2023		Target						Description
			2024		2025		2026		
	Total	%	Total	%	Total	%	Total	%	
Number, Quality and Relevance of Graduates									Number of Graduates (S1, S2, S2) per semester with distinction (cum laude), on time length of study, employability (waiting time of less than 3 (three) months. <b>These indicators shall be measured at university level.</b>
Research Performance									Research Performance (by SINTA score) <b>at university level.</b> IPR, the number of international collaborative research projects that <b>shall be measured at the center level for each IUCfE.</b>
International Recognition									Total number of foreign students, visiting professors from 100 QS universities, collaborations in education with international universities or institutions. <b>These indicators shall be measured at the center level for each IUCfE.</b>
Self-Generated Revenues									Total funding from research grants, research partnership, contracts with industrial partners, donations, grants, start-ups, spin-offs etc. relevant to the chosen priority area. <b>This indicator has to be measured at the center level for each IUCfE.</b>

In addition to the above-mentioned performance indicators, the university could also add other indicators that more suitable to demonstrate quality and performance of the university especially those relevant with the chosen priority(s).

#### Chapter 4. Project Management Plan (max 2 pages)

The university shall explain the arrangement of project administration and financial arrangement as well as internal monitoring and evaluation plan.

#### Chapter 5. Proposed Budget for 3 Years (2024-2026)

This chapter consists of the following information :

- Recapitulation of total proposed budget for 3 years at university level (Table-2). At the 2nd and 3rd year the portion of self-generated revenue has to be increased.
- If the university proposed 2 (two) priorities or IUCfE, the recapitulation of proposed budget for each IUCfE has also to be presented using the similar format.

Table 3. Recapitulation of Total Proposed Budget for 3 Years

No	Cost Component	Year 2024	Year 2025	Year 2026
1	Equipment			
2	Civil works (renovation)			
3	Nondegree Training and Certification for Researchers or Technician			
4	Workshop or Seminar, and Collaboration or External Linkages			
<b>Total Proposed Budget of IUCfE</b>				
5	Research Funding or Counterpart Funding Televant to Priority Area/ IUCfE			
Percentage Research Funding to Total Budget of IUCfE		...%	....%	..%

The proposed budget for the 1st year (2024) has to be supplemented with detail budget for each cost component using the formats in Appendix 3.

#### Appendices

- Nominate at least 2 reviewers from national Professional (name, institution, email and cell phone number).
- Detail proposed budget for each cost component.

## 8. Schedule

The electronic proposal has to be submitted to the Directorate General of Higher Education, Research and Technology through email address: [perencanaan.dikti@kemdikbud.go.id](mailto:perencanaan.dikti@kemdikbud.go.id). The followings are the schedule of submission and evaluation process:



# Appendix

## Appendix-1

The following standard cover shall be used in the proposal.

**PROPOSAL FOR ESTABLISHMENT OF  
INTER UNIVERSITY CENTER FOR EXCELLENCE (IUCfE)  
YEAR 2024**



University : .....

Priority Sectors : 1. ....  
2. ....

Directorate General of Higher Education, Research and Technology  
Ministry of Education, Culture, Research and Technology

## Appendix-2

The following standard rector's endorsement shall be on the first page of the proposal.

1. Name of University :
2. Rector  
Name :  
Office Address :  
Office Phone :  
HP :  
Email :
3. Head of the University Task Force  
Name :  
Office Address :  
Office Phone :  
HP :  
Email :
4. Proposal Information  
Priority Sector : 1.  
2.  
1<sup>st</sup> Year Proposed budget : IDR  
2<sup>nd</sup> Year Proposed budget : IDR  
3<sup>rd</sup> Year Proposed budget : IDR

*Place, Date*

<Rector>

<Sign + Stamp>

(.....)

## Appendix-3

Standard Format for detailed budget proposal

Table 4. Proposed Equipment - FY 2024

No.	Name of Instrument	Brand /Type	Quantity	Estimated Price (IDR, million)	Total (IDR, million)	Priority Sector and Related Activities
1.						
2.						
...						
<b>Total Budget for Equipment FY 2024 (IDR, million)</b>						

Table 5. Proposed Staff Training (Non-degree) FY 2024

No	Name of Training Program	Staf/ Supporting Staf	Number/ Quantity of Participants	Estimated Cost (IDR, million)	Total (IDR, million)	Priority Sector and Related Activity
1.						
2.						
<b>Total Budget for Workshops FY 2024 (IDR, million)</b>						

Table 6. Proposed Workshops and Seminars - FY 2024

No	Title of Workshops and Seminars	Target Participants	Quantity	Unit Cost (IDR, million)	Total (IDR, million)	Output	Priority Sector and Related Activity
1.							
2.							
---							
<b>Total Budget for Workshops FY 2024 (IDR, million)</b>							

Table 7. Proposed Civil Works (Laboratory renovation) - FY 2024

No	Name of laboratory	Area (m2)	Cost per m2	Total Cost	Priority Sector and Related activity
1.					
2.					
etc					
<b>Total Proposed Civil Works FY-2024 (IDR, million)</b>					



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