Kampus Merdeka
INDONESIA JAYA

Guidebook for Kampus Merdeka Competition Program

FISCAL YEAR 2021

DIREKTORAT JENDERAL
PENDIDIKAN TINGGI
KEMENTERIAN PENDIDIKAN DAN KEBUDAYAAN

Kampus Merdeka
INDONESIA JAYA

PANDUAN
PROGRAM KOMPETISI
KAMPUS MERDEKA

TAHUN ANGGARAN 2021

PREFACE

The Minister of Education and Culture has established Kampus Merdeka (Independent Campus) policy in 2020 with the main objective to improve the quality and relevance of graduates with bachelor degree program. Then, on August 5, 2020, the Ministry of Education and Culture issued Decree No. 754/P/2020 on Key Performance Indicators (KPI) of State Universities and Higher Education Service Institute within the Ministry of Education and Culture in 2020. There are 8 (eight) key performance indicators contained in the decree. The goals to be achieved are improving the quality of higher education graduates, improving the quality of higher education lecturers, and improving the quality of curriculum and learning.

Therefore, the Directorate General of Higher Education encourage, facilitate, and accelerate the implementation of Kampus Merdeka policy and achievement of 8 (eight) Key Performance Indicators for universities by designing a competition program packaged in the Kampus Merdeka Competition Program (PK-KM). This program is designed in 3 (three) schemes where State Universities (PTN) and Private Universities (PTS) can compete in accordance with the rules in each scheme. The process of proposals acceptance and selection began in 2020, while the implementation of the program began in Fiscal Year 2021.

This guidebook is specifically for universities under the guidance of the Directorate General of Higher Education in the form of Universities, Institutes, and Colleges. For vocational universities, similar programs are organized by the Directorate General of Vocational Education.

We also would like to express our gratitude and appreciation to the team who have worked tirelessly and dedicatedly in preparing and formulating this guidebook for Kampus Merdeka Competition Program. It is expected that this book will be useful for Universities to prepare proposals and to foster the spirit of Merdeka Belajar (Independent Learning) in Universities to produce Indonesian people who are superior, pious, civilized, knowledgeable, professional and competitive, and contribute positively to the welfare of the nation's life.

Jakarta, November 2020

Director General of Higher Education

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

FOREWORD

The Kampus Merdeka policy that has been issued by the Minister of Education and Culture is one of the policies that will become the basic capital for the advancement of higher education in Indonesia.

The Kampus Merdeka policy aims to realize competitive human beings who are healthy, intelligent, adaptive, creative, innovative, skilled, dignified, productive, and have character in accordance with the values of Pancasila. The policy can be implemented by applying eight Key Performance Indicators (KPIS), which that have been determined through the Decree of the Minister of Education and Culture Number 754/P/2020.

The Directorate General of Higher Education has realized the target of achieving and implementing the Kampus Merdeka policy through the Kampus Merdeka Competition Program (PK-KM) with three schemes. This program can facilitate universities to make continuous progress by dynamically following the trend of the times, so as to achieve a good quality of learning and graduates that can be a benchmark for the nation's progress.

This guidebook for the Kampus Merdeka Competition Program (PK-KM) is expected to assist universities in Indonesia-especially those under the guidance of the Directorate General of Higher Education-become the main force in developing the implementation of the Kampus Merdeka policy declared by the Minister of Education and Culture. This guidebook is expected to provide aid to universities in submitting proposals for the 2021 fiscal year.

Lastly, we would like to thank the team that has prepared this guidebook until it is completed and can finally be used by universities to compete for the best pattern in implementing the Kampus Merdeka policy.

Jakarta, November 2020

Secretary of the Directorate General of Higher Education

Dr. Ir. Paristiyanti Nurwardani, M.P.

TABLE OF CONTENTS

FOREWORD 1
TABLE OF CONTENTS 2
I. Background 3
II. Objectives and Description of the Program 4
III. Proposal Requirements 7
IV. Performance Indicators 7
IV. Amount of Funds and Cost Components 8
V. Proposal Selection 11
VI. Proposal Structure 13
VII. Proposal Selection Process Schedule 19
Appendices 20
Appendix 1: Format of Front Cover 20
Appendix 2: Format of Identity and Validation Sheet 21
Appendix 3: Format of Activity Writing in Program Proposal 22
Appendix 4. Format of Budget Table 24
Appendix 5: Format of the Terms of Reference for Activities 30

I. BACKGROUND

The Ministry of Education and Culture has set 3 (three) targets for the development of higher education as mentioned in the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 22 of 2020 on the Strategic Plan of the Ministry of Education and Culture of 2020-2024. The three targets are to: 1) Improve the quality of learning and the relevance of higher education; 2) Improve the quality of lecturers and education personnel; and 3) Realize the quality governance of the Directorate General of Higher Education. Universities are expected to manifest these three targets through improvements in the capacity and quality of the educational process and management for which they are responsible.

Currently, the Ministry of Education and Culture fosters around 3,169 universities, both academic and vocational universities. Approximately 2,136 of them are academic higher education in the form of Universities, Institutes, and Colleges, organized by the Government and by the private community. The rest is vocational higher education. Considering the diversity of forms and maturity levels of existing universities, the competition will be designed in a tiered system.

Universities through their study programs must be able to provide students with the skills to become graduates who are competent, flexible and agile learners, ready to contribute positively to the development of the nation and become productive citizens of the world. The Ministry of Education and Culture continues to encourage universities to maintain transformation in order to be able to organize higher education that is relevant to the dynamics of society and the rapid development of science and technology.

Such transformation must be open and provide wide opportunities for students to enrich and improve their insights and competencies in the real world according to their talents, potential, and ideals. University interactions with the community, off-campus institutions, and the world of work and industry must be built effectively to provide opportunities for students to carry out various activities outside the campus in order to gain contextualized learning experiences. The students' learning experience is obtained through the implementation of various alternative activities of Merdeka Belajar-Kampus Merdeka.

The Kampus Merdeka Competition Program aims to improve the quality of higher education by facilitating, encouraging, and accelerating universities to achieve their objectives as reflected in the 8 (eight) Key Performance Indicators stipulated in the Decree of the Minister of Education and Culture Number 754/P/2020 on Key Performance Indicators for State Universities and Higher Education Service Institutes within the Ministry of Education and Culture 2020.

It is expected that the Guidebook for Merdeka Belajar-Kampus Merdeka, Directorate General of Higher Education, Ministry of Education and Culture (2020) can be adopted in program planning tailored to the conditions of each institution. The Kampus Merdeka Competition Program, among others, prepares universities for the implementation of Kampus Merdeka, including procedures and quality assurance for the implementation of 8 (eight) types of experiential learning programs for the development of students' knowledge and skills in the form of internships/work practices, teaching assistance in educational units, research/study, humanitarian projects, entrepreneurial activities, independent studies/projects, building villages/thematic KKN, student exchanges.

II. OBJECTIVES AND DESCRIPTION OF THE PROGRAM

In order to encourage, accelerate, and facilitate the transformation of universities, the Directorate General of Higher Education of the Ministry of Education and Culture in 2021 has developed the Kampus Merdeka Competition Program (PK-KM) with 3 (three) groups. This program is aimed to improve the quality of higher education by facilitating the aspirations, innovation, and enthusiasm of the campus academic community in Indonesia to respond to and anticipate the development of science and technology, and the dynamics of community's life.

The Kampus Merdeka Competition Program (PK-KM) is an open competition program, with a tiered selection system. PK-KM can include study programs and programs at the institutional level, which are prioritized for the Kampus Merdeka management system or also known as the Institutional Support System (ISS). PK-KM is designed for a three-year program that requires a proposal submission per year, so the program proposed must be carried out for three years, with a detailed proposal submitted per year.

The grouping of universities offered on PK-KM in 2021 is divided into 3 (three) leagues

Table 1. **PK-KM League Grouping**

Criteria	League 1	League 2	League 3
The Number of active students in academic year 2019/2020	>18,000	5,001 – 18,000	1,000 – 5,000
Scope of Program	– Undergraduate study program/ – Postgraduate study program/ – New study programs in potential fields – Maximum 5 study programs	– Undergraduate study program – Maximum 3 study programs	– Undergraduate study program – Maximum 2 study programs
	– ISS Program	– ISS Program	– ISS Program

Each university can only submit one (1) proposal. Each university submits a proposal containing a development program proposed at the study program and/or institutional level program to be funded by this competition program, with outputs measured by 8 (eight) KPIs as achievement indicators, emphasizing the priority of KPIs that can be achieved.

PK-KM is a higher education development program aimed to improve the quality and relevance of higher education through the achievement of 8 (eight) KPIs in order to contribute to improving the nation's competitiveness.

Brief description and development objectives for each competition league are described below.

LEAGUE 1

PK-KM at League-1 universities is expected to accelerate the transformation of higher education institutions in Indonesia towards globally competitive universities based on each university's niche. Universities are also transforming to be more independent and healthy and have excellence in education, research, or community service, according to the differentiation of their missions.

SCOPE

The proposal submitted to League-1 can involve a maximum of 5 (five) study programs which can include undergraduate and postgraduate programs (masters and doctoral) and can propose programs at the institutional level which are prioritized for the Kampus Merdeka management system or known as the Institutional Support System (ISS).

BUDGET CEILING

The budget ceiling that can be submitted is adjusted to the scope of the program proposal and the number of active students of each study program with a maximum ceiling per study program per year of Rp.10 million/active students. Specifically, League-1 universities can propose new study programs and have not yet graduated students with scientific disciplines that needed in the future and potential for achieving the KPI of Ministry of Education and Culture, and the maximum budget ceiling is based on the projected number of students as many as 4 (four) times the number of new students/year. The budget that can be proposed for the Institutional Support System (ISS) program is adjusted to the scope of the proposed program. The programs proposed to achieve the KPIs are set for a maximum period of 3 years.

LEAGUE 2

PK-KM at League-2 universities is expected to encourage the transformation of higher education institutions in Indonesia to be quality and relevant universities through quality, innovative and relevant higher education services to students in order to produce graduates who are competent, competitive and able to contribute positively to national development. Universities are also encouraged to make various innovations in implementing the quality Merdeka Belajar-Kampus Merdeka policy, including modernizing the teaching and learning process that utilizes information technology, and expanding access according to the differentiation of their missions.

SCOPE

Proposals proposed in *League 2* can involve a maximum of 3 (three) study programs for undergraduate programs and can propose programs at the institutional level which are prioritized for the Kampus Merdeka management system or known as the *Institutional Support System (ISS)*.

BUDGET CEILING

The budget ceiling that can be submitted is adjusted to the scope of the program proposal and the number of active students of each study program with a minimum ceiling of Rp.1 billion per study program per year and a maximum Rp.8 million per year/active students. The budget that can be proposed for the Institutional Support System (ISS) program is adjusted to the scope of the proposed program. The programs proposed to achieve the KPIs are set for a maximum period of 3 years.

League 3

PK-KM at League-3 universities is expected to encourage the improvement of governance, human resources and the development of innovation at universities in the field of learning by implementing the Kampus Merdeka policy. Therefore, it can directly improve the quality and effectiveness of learning. Improvement in the quality of learning is expected to also include curricula update that meets national standards of higher education and is prepared together with external partners of universities. Effective learning is expected to improve the quality of higher education performance and the relevance of graduates

SCOPE

Proposals proposed in League 3 can involve a maximum of 2 (two) study programs for undergraduate programs and can propose programs at the institutional level which are prioritized for the Kampus Merdeka management system or known as the Institutional Support System (ISS).

BUDGET CEILING

The budget ceiling that can be submitted is adjusted to the scope of the program proposal and the number of active students of each study program with a minimum ceiling of Rp.500 million per study program per year and maximum Rp. 5 million/active students. Budget that can be proposed for Institutional Support System (ISS) program is adjusted to the scope of the proposed program. The programs proposed to achieve the KPIs are set for a maximum period of 3 years.

III. PROPOSAL REQUIREMENTS

The general requirements for PK-KM proposers are as follows.

1. The university applying proposal is an academic institution (university, institute, higher education) under the guidance of the Ministry of Education and Culture.

2. The State University/Private University has reported data on teaching and learning activities through Higher Education Database (PD Dikti) with a percentage of 100% for FY 2019-1 and 2019-2

3. Not being sanctioned by the Directorate General of Higher Education

4. The State University applying proposal is not in the process of applying for a change of university and a change of legal entity

5. The university does not have internal problems and is not in a legal dispute

IV. PERFORMANCE INDICATORS

In line with the policy of the Ministry of Education and Culture, this program is generally intended to encourage the realization of quality higher education, managed autonomously in a healthy organizational environment, to produce graduates who are true learners and competent, flexible and resilient (agile learner), ready to contribute positively to national development and become productive world citizens. The Kampus Merdeka Competition Program aims to facilitate, encourage, and accelerate universities to achieve the 8 (eight) Key Performance Indicators stipulated in the Decree of the Minister of Education and Culture Number 754/P/2020 on Key Performance Indicators for State Universities and Higher Education Service Institutes within the Ministry of Education and Culture 2020, as listed in Table 2.

Table 2. **Key Performance Indicators**

Aspect	Key Performance Indicators	
Quality of Graduate	1	Percentage of graduates of bachelor programs who have successfully employed, continued their studies, or become self-employed with sufficient income
	2	Percentage of bachelor's degree students who take a minimum of 20 credits off-campus or attain at least national level achievement
Quality of Lecturer	3	Percentage of lecturers who carry out *tridharma* activities at other campuses, at QS 100, work as practitioners in the industrial sector, or foster students who have made at least national level achievements in the last 5 years
	4	Percentage of lecturers with doctoral qualifications and with

Aspect	Key Performance Indicators	
		competency/professional certifications recognized by industry and workplace, or from professional practitioners, industry, or workplace
	5	Number of research and community service outputs per lecturer, which have successfully received international recognition or are applied by the community
Quality of Curriculum and Learning	6	Percentage of undergraduate study programs that collaborate with partners
	7	Percentage of undergraduate courses that use a case-solving approach (case method) or project-based learning as an assessment weight
	8	Percentage of undergraduate study programs that have government-recognized international accreditation or certification

In addition to the above key performance indicators, the proposer can add additional indicators, and intermediate indicators according to the scope of the proposed program.

IV. AMOUNT OF FUNDS AND COST COMPONENTS

A. FUND CEILING

The budget presented in the proposal must be based on strong considerations and reflect the **needs** and **ability** of the institution to manage responsibly.

The amount of PK-KM fund ceiling is determined based on the league for each university. Universities receiving PK-KM are required to provide counterpart funds. The amount of funds for each PK-KM league and counterpart funds is presented in Table 3.

Table 3. ***The amount of PK-KM funds and counterpart funds for each PK-KM League***

PK-KM	Minimum Fund per Study Program/Year	Maximum Fund per Study Program/Year	Counterpart Fund
League 1	-	Rp. 10million/active student	10%
League 2	Rp. 1 billion	Rp. 8 million/active students	7.5%
League 3	Rp. 500 million	Rp. 5 million/active students	5%

B. COST COMPONENTS

In general, the cost component that can be proposed for each *League* is as follows.

1. Equipment

Equipment to support the implementation of the curriculum is according to the excellence (*niche*) of the study program or for the development of the teaching industry in partnership with the industry.

2. Technical Assistant

Domestic and international experts are relevant to the proposed program, for example:

a. to improve the relevance of graduates and encourage the curriculum development with DUDI, learning with case study, project-based, problem-based industry approach, or other learning innovations by involving industry practitioners / professionals;
b. to increase the relevance of *tridharma* activities in collaboration with top world class universities (QS100, THES100)
c. for other relevant activities.

The unit cost of international experts follows the applicable provisions

3. Staff Development

Staff development is relevant to support the proposed program, for example:

a. to promote international networking and cooperation,
b. to invite foreign or domestic guest lecturers/visiting lecturers; increase the capacity and experience of lecturers in DUDI
c. to send lecturers to become guest lecturers/researchers at Foreign Universities;
d. increase the competence of lecturers and/ or education personnel to support *niche* as well as experience in DUDI
e. to improve the pedagogical competence of lecturers/practitioners from DUDI;
f. for certification of competence in the scientific field in line with the study program for lecturers and education personnel; and
g. for other relevant activities.

4. Workshops, seminars, partnership development

Budget allocation is aimed to achieve excellence/*niche* of universities/study programs carried out through *tridharma* activities on other campuses, close cooperation with DUDI and top world class universities (QS100, THES100). Allocation can be used to fund foreign resource persons or international resource persons.

5. Learning Innovation

Budget allocation is aimed to encourage learning innovation in the main competency courses of the study program, which is based on learning with case study and project-based, problem based industry approach, or other learning innovations in partnership with DUDI

6. Student Aid/Incentives

Student aid/incentive is relevant to support the proposed program, for example:

a. aid/incentives for students implementing Kampus Merdeka, taking 20 credits through student exchange programs (inbound outbound) with other domestic or foreign universities, internships at DUDI or institutions at home or abroad for 1 semester.
b. Aid is only for economy class tickets and living expenses at the KM location
c. Student Entrepreneurship Development. Budget allocation in the form of incentives for the best innovation participants whose programs are financed by the industry
d. Student self-development. Budget allocations to participate in national and international innovation competitions

7. Other Component Funding (max 20%)

Other component proposals from Universities are according to the required program, including for International Accreditation (application process), implementation of other activities required for program implementation.

8. Internal Management

Budget allocation is aimed at operational financing of PK-KM management and other activities that support the PK-KM program, sourced from counterpart funds or partner funds.

Distribution of funds for Legal Entity State Universities (PTN-BH), State Universities (PTN) and Private Universities (PTS) will be carried out according to the mechanism set by the Ministry of Finance.

Specifically, the mechanism for distributing funds for financing PK-KM at PTN-BH, PTN and PTS is presented in Table 4.

Table 4. **Fund distribution mechanism for PK-KM cost components at PTN BH, PTN and PTS**

<table>
<tr><th>Funding Component</th><th>Private University</th><th>State University</th><th>Legal Entity State University</th></tr>
<tr><td>Equipment</td><td>The process of procurement of goods in accordance with the provisions of the Directorate General of Higher Education of Ministry of Education and Culture</td><td rowspan="4">Reallocation of DIPA (RKAKL), use and accountability of the budget is in accordance with the applicable provisions</td><td rowspan="4">Contract, use and accountability of the budget is in accordance with applicable provisions</td></tr>
<tr><td>Technic Assistance</td><td rowspan="3">Contract, shall be stipulated by the Directorate General of Higher Education</td></tr>
<tr><td>Staff Development</td></tr>
<tr><td>Workshops, seminars, partnership</td></tr>
</table>

Component Financing	Private University	State University	Legal Entity State University
development			
Learning Innovation			
Accreditation			
Student Aid/Incentives			
Other component funding			

Travel costs cover the economy class ticket with unit costs for each type of cost referring to the General Cost Standard (SBU). Living costs are for a minimum activity period of 2 weeks or daily (for a maximum activity period of 4 days) during the activity. The unit of cost for each type of cost refers to the General Cost Standard (SBU).

V. PROPOSAL SELECTION

Proposal Submission

Proposals may only be submitted by State Universities (PTN) and Private Universities (PTS) that have met the requirements as mentioned above. Requirement fulfillment is proven by documents and statements attached to the proposal.

Each university can only submit 1 (one) proposal and if a university is found to have submitted more than 1 (one) proposal, then all proposals submitted by the university will be declared void and will not be included in the proposal selection process.

The proposal and all attachments are submitted in electronic form, and uploaded to pkkmdikti.kemdikbud.go.id. Universities can upload proposals after following the procedure below:

1. Universities must register through the aforementioned page by following the steps on the page, uploading an account request letter signed by the head of the institution.
2. Registration to obtain an account as mentioned in point 1 above, can only be made 1 (one) time and can only be done by the Head of Implementing Taskforce Team for Higher Education PK-KM. Therefore, one institution will only have 1 (one) account to be used during the 2021 PK-KM selection process.
3. The Directorate General of Higher will verify the eligibility of applicants, both institutional data and the Head of the Implementing Taskforce Team as the appointed officer.
4. Proposals and attachments are uploaded on the page using the account. The uploading of the proposal and its attachments can be done in stages.

Proposal Selection Process

The proposal selection process has 4 (four) stages, namely: Administrative Evaluation, Proposal Quality and Eligibility Evaluation, Eligibility Verification, and Decisions on Eligible Beneficiaries. The proposal selection mechanism is carried out in an accountable, objective, and transparent manner. The following is an explanation of each stage of the selection process:

1. **Administrative Evaluation:** Administrative evaluation is performed to assess the requirement fulfillment and proposal compliance with the provisions contained in the PK-MK Proposal Preparation Guidebook 2021. The executive of the Administrative Evaluation is the Directorate General of Higher Education in collaboration with LLDIKTI or other parties designated by the Directorate General of Higher Education;

2. **Proposal Quality and Eligibility Evaluation:** Proposals that have passed the administrative evaluation are subjected to the proposal evaluation process. This evaluation is conducted by an independent expert team (peer review from the Higher Education Council, DUDI and/or relevant Diaspora/Youth and Sport Agency) using the selection criteria described below. In this stage, the assessment will make recommendations on the quality and eligibility of the proposal from the Director General of Higher Education to be assigned to the Eligibility Verification stage.

3. **Eligibility Verification: Eligibility** verification can be done either by site visit or remotely using information and communication technology. Verification of program eligibility is carried out by a team of reviewers to confirm, reaffirm, and or clarify various specific records resulting from the Evaluation of Proposal Quality and Eligibility.

   The assessment criteria used at this stage are described in the Proposal Selection Criteria. At this stage, there are observation, discussion and interview with university leaders, the proposing team, lecturers, students and potential partners. The aspects evaluated include: a) program clarity, b) the involvement of related elements, c) the capacity of institutions and partners to implement the program, d) the feasibility of the proposed budget, and e) the sustainability of the program. Observations will be conducted through offline or online visits to the proposed internal units and other units to be involved in the program implementation, especially to assess the readiness of related units in the program implementation.

4. **Decisions on Eligible Beneficiaries:** Beneficiary is decided by the Director General of Higher Education after taking into account the recommendations of the reviewers based on the eligibility verification results.

Proposal Selection Criteria

1. **Future-oriented development innovation is in accordance with mission differentiation (25%)**

   Selection criteria on development innovation assess the novelty of the idea and the relevance of the proposed program to efforts to promote/highlight the uniqueness/specialty/excellence of the study program/university. This aspect also

assess the insight and future outlook, especially to carry out the mission of universities in order to achieve national higher education goals.

Other aspects that will be evaluated include possible multiplier effects on other study programs that are not proposed to receive funding from this program. Institutions must be able to describe the impact of this innovation internally in the university environment.

2. **Track record and capacity of institutions, study programs and/or partners (25%)**

The assessment in this aspect is carried out to evaluate the readiness of universities, study programs and or their partners to implement the proposed program based on their respective track records. Evaluation in this aspect also aims to assess the institution's ability to identify the gap at the institutional level and study programs from the ideal picture of transformation that it aspires to in the future. Institutions and study programs must be able to identify partners needed to overcome/reduce the gap that they have in order to develop their transformation programs.

This stage also evaluates the track record and assesses the capacity of partners to support the achievement of development program objectives. Evaluation is carried out to assess the accuracy and suitability of the partners involved to support the development program of university and study programs to make transformation in the future.

3. **Suitability and eligibility of the program to achieve 8 KPIs (50%)**

Evaluation of the suitability and eligibility of the program to achieve 8 (eight) KPIs is carried out by assessing the program design, the mechanism of program/activity implementation, the map, and the relevance of the program/activity to the KPI as the target of the program. Evaluation also assesses how the involvement and role of partners in the proposed program to achieve the KPIs target that has been set. In this section, an evaluation is conducted of both the first year proposal and the full three-year plan of the proposed program.

Evaluation of the implementation of eligibility includes: a) clarity of internal mechanism plans for implementing development programs including clarity of program implementing organizations that synergize with partners, b) suitability and eligibility of investment budgets/programs for KPI targets, and c) commitment, capacity and readiness of universities, study programs and partners to provide resources to support program implementation.

VI. PROPOSAL STRUCTURE

Proposals are submitted by Universities and it contains a program proposal for the study program. Each University can propose a study program according to their respective leagues. Proposers **can** propose a coverage program of University, which is a program proposal at the university level that is prioritized for the management system of Kampus Merdeka or known as the Institutional Support System (ISS). The proposed university coverage program **must** be relevant to the proposed program at the study program level, or the achievement of KPIs.

The PK-KM proposal document must be concise yet informative and written using proper Indonesian language and following a clear logical framework, as outlined below:

- **Title/cover** page
  *(Title page format as in **Appendix 1**)*
- **Identification and authentication page**
  *(Identification and authentication page format as in **Appendix 2**)*
- **Table of content**
- **Executive summary (maximum 1 page)**

- **Chapter 1: Institutional Development Plan (max 10 pages)**

  This chapter contains a concise explanation of the direction of future institutional development in accordance with the differentiation of the mission and uniqueness/specialty of the university in the next 5 years. **Each university submitting a proposal must also outline how the implementation policy and strategy for achieving Kampus Merdeka** by transforming into the future according to the differentiation of the university's mission.

  This chapter should present the performance of the *tridharma* of higher education in general and the performance of the study programs it organizes and especially related to the 8 (eight) KPIs. In addition, it should also outline the reasons and considerations for the selection of the proposed study program in this proposal. Besides, the university's strategy in ensuring the sustainability of the program that will be implemented with the Kampus Merdeka Competition Program funds and the internalization plan in other study programs should also be presented in this chapter.

- **Chapter 2: Track Record of Institutions and/or Partners (max 30 pages)**

  In this chapter, universities must explain the track record of the **university and each proposed study program** in implementing development programs to improve the quality of the *tridharma*, including track records in implementing grant programs or other government aid that has been awarded previously (if any), as well as how the university utilizes and maintains its sustainability.
  This section should also describe the university's commitments that have been implemented and planned in implementing the Kampus Merdeka. Based on the current state, the university and the proposed study program must carry out **gap analysis using data in Higher Education Database[1)] and other data/information** (students, graduates, lecturers, industry lecturers/practitioners, curriculum, tracer study, cooperation partners, and study program accreditation) in an effort to implement the Kampus Merdeka, and achieve the eight (8) KPIs and transformation into the future. Gap analysis should include external and internal analysis.

[1]Universities must update data in Higher Education Database. The data in addition to being used by Universities in conducting the analysis, will also[1] be used by the reviewer team in evaluating the proposal.

The university and study programs should explain alternative solutions to address/narrow the identified gaps, including an analysis of the needs of appropriate partners to support development programs of the university and study programs.

This chapter should also outline the **track record and capacity of the partner** to support the proposed development program and the objectives to be achieved by the university and study programs.

If the university will propose a university coverage program for the institutional support *system* (ISS), this chapter should explain the university's track record in **managing** the implementation of Kampus Merdeka and the gaps it still has to be able to support the proposed program.

- **Chapter 3: Program Proposals and Performance Indicators (max 15 pages per study program/ISS)**

Each study program and university coverage program (if proposed) submits a program proposal for each study program for a period of 3 (three) years in the context of transforming into the future and achieving the KPIs set by each study program.

A. In this section, the proposed study program and ISS must map the relationship of the proposed program to the 8 (eight) KPIs, the baseline, and target of each KPI for 3 years. The mapping of KPIs and proposed programs can refer to Table 5 below (max. 5 pages for all study programs and ISS).

Table 5. **Map and contribution of activities proposed by study programs/ISS to 8 (eight) KPIs**

KEY PERFORMANCE INDICATORS (KPI) *)				Baseline	Target			RELATED ACTIVITIES **)
					Year I	Year II	Year III	
1	Employability of graduates:	Percentage of successful bachelor's degree graduates:	a. get a job;					
			b. continue to the advanced study;					
			c. self-employed					
2	Off-campus students	Percentage of bachelor's degree graduates who:	a. take at least 20 (twenty) credits outside campus;					
			b. achieve at least national level achievement.					
3	Off-campus lecturers	Percentage of lecturers who conduct *tridharma* activities at other campuses	a. in University QS100 based on the field of science					
			b. working as a practitioner in the industrial world,					
			c. fostering students who have achieved at least national level achievement					
4	Lecturer qualifications	Etc.....	a…….					
			b……					
5	Application of lecturer research:	Etc.....	a…….					
			b……					
6	Study program partnership	Etc.....	a…….					
			b……					
7	In-class Learning	Etc.....	a…….					
			b……					
8	International Accreditation	Etc.....	a…….					
			b……					
			c…….					

Description:
*) Key performance indicators and measurement methods of KPIs refer to Kepmendikbud Number 754/P/2020
**) Please fill in the proposed activity

B. This chapter should also describe detailed activities in the development program for each study program, or ISS. The description of detailed activities for each proposed program in each study program and ISS is for a three-year implementation.

Each proposed activity is prepared by following the format in the **Appendix 3** and the framework as follows:

a. Activity title
b. Background and rationale
   (for ISS, it must explain its contribution to the program implemented by the study program in transforming into the future).
c. Objective
d. Mechanisms and stages of implementation of activities
   (every year for 3 years)
e. Partner Roles and Contributions
f. Resources needed in 2021
g. Key and additional performance indicators for each activity
   (every year for 3 years)
h. Schedule for implementation of activities in 2021
i. Program sustainability plan
j. Person in charge of the activity

- **Chapter 4: Program Management Plan (max 5 pages)**

This chapter contains a description of the program management plan consisting of:

a. Program Implementing Organization.
   Containing an explanation of how the PK-KM program will be managed at the university level, the managing unit at the university and the managing personnel in the study program. This chapter describes the functions and responsibilities of each management and partner personnel.
b. Cooperation Management Plan in the implementation of Kampus Merderka (if any).
   Containing an explanation of how cooperation to implement PK-KM will be managed at the university and the study program level. It must also describe how coordination with partners will be managed.
c. Administrative, financial and procurement Management Plan.
   Containing an explanation of how the university plans to manage the administration, finance and procurement of goods and services from PK-KM to be received.
d. Monitoring and evaluation
   Containing an explanation of how the university will monitor, evaluate and supervise internally the implementation of activities and achievement of the objectives of the PK-KM program.

- **Chapter 6: Proposed Budget for 2021**

This chapter contains a recapitulation of the total cost budget plan proposed by the university based on the proposal of each unit according to Table 6.

Details of the proposed budget must be accompanied by the following attachments:

a. Specification of equipment to be purchased and other cost components for each study program (see Table 6.1 – 6.11, **Appendix 4** for the format)
b. The Framework of Reference (KAK) for the use of each cost component (see **Appendix 5** for the format)

Table 6. **Budget Recapitulation for 2021**

No	Cost Component	Volume	Unit Price (Thousand Rp)	Cost Estimates					
				PK-PM (Thousand Rp)	%	Counterpart University (Thousand	%	Partner	%
1	Equipment								
	a. Equipment Laboratory	… pack(s)							
	b. Learning ICT Equipment	… pack(s)							
2	Experts	…person(s)							
3	Staff Development	…person(s)							
4	4. Workshops, seminars, partnership	… activity(s)							
5	Learning Innovation	… title(s)							
6	Student Aid/Incentives	… person(s)							
7	Other component funding, please specify	… …..							
8	Internal Management	…activity(s)							
	Total								

- **Attachment**
  a. Statement of commitment to provide counterpart funds
  b. Statement of partner commitment
  c. Attachment of supporting data
  d. Attachment to the completeness of proposal administration:
     1. Proof of PDDIKTI 2019-1 and 2019-2 reporting.
     2. A statement letter from the Rector/Head that the University does not organize programs that are contrary to the policies of the Directorate General of Higher Education such as "remote classes", fake diplomas, and organizing programs without permission, etc.
     3. Statement letter from the Rector/Director/Chairman that the University is not being sanctioned by the Directorate General of Higher Education based on Regulation of the Minister of Education and Culture No. 7 of 2020.

Additional Requirements for Private Universities

1. A statement letter from the Head of Legal Entity of the Private University Organizing Body that the **Private University is not in the process of applying for a university change referring to the Regulation of Minister of Education and Culture number 7 of 2020, article 17.**
2. A statement letter that the Private University does not have internal problems and/or is not in a legal dispute, signed by the Head of the

Legal Entity of the Private University Organizing Body and the Head of the Private University.

3. The Private University must submit the following data in the Higher Education Database, if the data have not submitted or if there are changes.
   - Notarial Deed of Establishment of the Private University Organizing Body along with all changes that have been made.
   - Copy of Decree of Initial Establishment of Private University and its amendment from the Ministry of Higher Education Affairs.
   - Copy of the Deed of Approval of the non-profit legal entity of the private university organizing body that has been legalized by the Ministry of Law and Human Rights.

VII. PROPOSAL SELECTION PROCESS SCHEDULE

The proposal is written in A4 paper with Times New Roman font size 12pt, 1 space**.** Proposals in the form of electronic documents are submitted by universities through pkkmdikti.kemdikbud.go.id. The procedure for submitting proposals can be downloaded at pkkmdikti.kemdikbud.go.id. The schedule for proposal submission and selection process for the 2021 Kampus Merdeka Competition Program is as follows:

No	Activities	Date
1	Announcement of Invitation to Submit Proposals	November 9, 2020
2	Opening of Prospective Proposer Registration	November 30, 2020
3	Proposal Submission Deadline	February 4, 2021
4	Proposal Evaluation	February-March 2021
5	Announcement of PK-KM Beneficiaries	April 2021

APPENDIX

Appendix 1: Front Cover Format

PROPOSAL
KAMPUS MERDEKA COMPETITION PROGRAM
(PK-KM)
League..
..
Fiscal Year: 2021

University Logo

University: .....
Non-profit Legal Entity Organizing University (Private University only) .....

Directorate General of Higher Education
Ministry of Education and Culture
2020

Appendix 2: Identity and Validation Sheet Format

1. Name of University : _____
2. Person in charge (Rector/Head : _____
   N a m e : _____
   Address : _____
   Office Phone Number : _____
   Mobile Phone Number (Whatsapp) : _____
   e-mail : _____

3. Name of University Organizing Body : (PTS Only) _____
   Head of University Organizing Body : _____
   Address : _____
   Office Phone Number : _____
   Mobile Phone Number (Whatsapp) : _____

4. Chief Executive/Task Force
   N a m e : _____
   Address : _____
   Office Phone Number : _____
   Mobile Phone Number (Whatsapp) : _____
   e-mail : _____

5. Number of active students in 2019-2 : _____
6. Proposed study program : 1.
   2.
   3. etc..

Approved,
< Head of University Organizing Body >
(Private University only)

(.....)

Person in Charge,
<Rector/Head>

<SIGNED + STAMP>

(.....)

Appendix 3: Format of Activity Writing in Program Proposal

The proposed program of each study program and ISS can consist of several activities. Each activity in the program proposal is written in the following format:

< Activity title >

- **Background and rationale:**

  This section describes the gaps or strengths that have been identified as a result of the performance analysis of the university and the proposed study program. This activity is proposed to address/resolve these gaps, or to strengthen/enhance the identified strength in transforming into the future. This section also explains the factors that influence the gaps or the factors that support the strengths to be enhanced and the reasons why this activity is the right choice to fill the identified gaps or enhance the identified strengths. For ISS programs, please explain the contribution of the proposed activities to the programs implemented by the study program.

- **Objectives:**

  To describe the objectives to be achieved when implementing activity proposed. To describe the desired outcomes of this activity. Objectives should be defined as measurable performance indicators.

- **Mechanisms and stages of activity implementation:**
  Please describe the steps/stages of activity for the next 3 years to be implemented to solve problems or fill identified gaps and achieve goals.

  First year (2021):
  Describe the mechanism and design of activities to be carried out in the first year in the form of narratives.

  Second year (2022):
  Describe the mechanism and design of activities to be carried out in the second year in the form of narratives.

  First year (2023):
  Describe the mechanisms and plans to be carried out in the third year, in the form of narratives,

- **Partner Roles and Contributions**
  Describe the partner's roles (if any) at the activity stage and the partner's contribution to the activity, for example as a resource person/practitioner lecturer for certain activities, or as a contributor in other forms.

- **Required resources:**
  Describe the resources needed for the implementation of the activity **in**

the first year. Resource requirements are compiled using the following table:

Table 1. Resources needed for the implementation of activities in 2021

Sub-activity	Cost component required	Estimated cost and source		
		PK-KM	University	Partner
Total				

- **Performance Indicators:**

  Performance indicators are a measuring tool for achieving goals. Please present key and additional performance indicators that will be achieved with this activity for 3 years. The key performance indicator refers to the Decree of the Minister of Education and Culture Number 754/P/2020 on the Key Performance Indicators of State Universities and Higher Education Service Institutes within the Environment of the Ministry of Education and Culture of 2020. Additional performance indicators are other specific indicators in addition to the key indicators to indicate the achievement of goals.

  Table 2. Performance indicators of the proposed development program

Performance Indicators	Baseline (September 2020)	Target		
		Year 2021	Year 2022	Year 2023

- **Schedule for activity implementation**

  Write down the details of the activity schedule for the first year (2021) in the form of a table in accordance with the stages described in the mechanism and stages of implementation of the above activities.

  Table 3. Schedule for activity implementation in 2021

Sub-activity	Month									

- **Study program or unit involved**
  List the study programs (can be more than one) or units involved

- **Sustainability of the program**
  Briefly explain how the strategy will be carried out, so this activity continues to run after the project is completed.

- **Person in charge of the activity**
  Mention the name of the person in charge of the activity and his/her position

Appendix 4. Format of Budget Table

Table 6.1 **Detailed Specification of Laboratory Equipment in 2021**

No	Tools Name	Technical Spec.	Total	Unit Price (thousand Rp)	Cost Estimates (thousand Rp)	Study Program
					-	
					-	
	TOTAL				**-**	

Table 6.2 **Detailed Specification of Information and Communication Technology Equipment in 2021 (for learning, not for management)**

No	Tools Name	Technical Spec.	Total	Unit Price (thousand Rp)	Cost Estimates (thousand Rp)	Study Program
					-	
					-	
	TOTAL				**-**	

Table 6.3 **Details of Proposed Domestic Experts in 2021**

No	Name	Field of Expertise	Study Program	Type of activity	Outputs	Cost Estimates (thousand Rp)		
						PK-KM	University	Partner
	TOTAL					-		

Table 6.4 **Details of Proposed International Experts in 2021**

No	Name	Field of Expertise	Study Program	Type of activity	Outputs	Cost Estimates (thousand Rp)		
						PK-KM	University	Partner
	TOTAL					-		

Description: the unit cost of international experts follows the applicable provisions

Table 6.5 **Details of Proposed Workshop, Seminar, Partnership Development in 2021**

No	Activity	Study Program	Total Participants	Outputs	Cost Estimates (thousand Rp)		
					PK-PM	University	Partner
	TOTAL						

Table 6.6 **Details of Proposed Non-degree Staff Development in 2021**

No	Name	Status	Field of Expertise	Study Program	Proposed Type of Training/Certification	Cost Estimates (thousand Rp)		
		Lecturer/PLP/Practitioner				PK-KM	University	Partner
	TOTAL					-		

Table 6.7 **Details of the Learning Innovation Proposal in 2021**

No	Type of Learning Innovation	Study Program	Outputs	Cost Estimates (thousand Rp)	
				PK-PM	University
	TOTAL				

Table 6.8 **Details of the International Accreditation Proposal in 2021**

No	Name of Accreditation Board [1)]	Study Program	Scope of Accreditation	Accreditation Achievement Target	Cost Estimates (thousand Rp)	
					PK-PM	University
	TOTAL					

Description

1) International accreditation board recognized by the Ministry of Education and Culture

2) The cost of international accreditation is only for the cost of applying for accreditation, not for the operational costs of preparing or compiling accreditation documents

Table 6.9 **Details of Proposed Student Aid/Incentives for 2021**

No	Activity	Study Program	Total Participants	Outputs	Cost Estimates (thousand Rp)		
					PK-PM	University	Partner
	TOTAL						

Table 6.10 **Details of Other Financing in 2021, Specify….**

No	Activity	Study Program	Cost Type	Outputs	Cost Estimates (thousand Rp)		
					PK-PM	University	Partner
	TOTAL						

Table 6.11 **Details of Internal Management in 2021**

No.	Description	Volume	Cost/unit (thousand Rp)	Cost Estimates (thousand Rp)
	TOTAL			**0**

Appendix 5: Format of the Terms of Reference for Activities

Each cost component derived from PK-KM, other than for equipment, must be accompanied by a plan for the use of funds as outlined in the Terms of **Reference for Activities** in the following format.

< Cost Components >

- **Background**
  Describe the background of the implementation of activities funded by this cost components.

- **Objectives**
  Describe the objectives to be achieved by carrying out this activity

- **Output**
  Describe the targeted output from the implementation of activities with the support of this cost components.

- **Implementation Methods**
  Explain the implementation methods of the activity. If the activity is held in the form of training, please also describe the implementing institution.

- **Targeted resource persons/experts (if necessary)**
  Describe the qualifications, competencies and institutions of the targeted resource persons/experts.

- **Participants (if necessary)**
  Describe the number of targeted participants and the origin of the institution

- **Implementation Schedule**
  Prepare the details of the implementation schedule

- **Budget Details**
  Prepare the necessary budget details with reference to the applicable provisions.