

Strengthening Institutional Management of Syiah Kuala University, Indonesia

Assignment	Supporting Syiah Kuala University in Aceh in obtaining the status of an autonomous public university.
Client	Government of Indonesia
Financing Agency	Nuffic
Partners	PPA
Composition of Team	<p><i>BMB Mott MacDonald:</i> Project Director / HRM expert, Team Leader / Governance expert, and short-term experts in Financial Management, Facility and Asset Management, Administrative and Financial Auditing, MIS, and Academic Quality Assurance</p> <p><i>Partner(s):</i> Short-term experts in Academic Governance, HRM, Financial Management, Facility and Asset Management, MIS, Monitoring and Evaluation</p>
Period of Assignment	From December 2006 to November 2010 Staff months: BMB Mott MacDonald: 37; Partner(s): 14
Contract value	BMB Mott MacDonald: €1,143,000 Partner(s): €105,500
Background	Syiah Kuala University (SKU) was created in 1961 as a public university in Aceh, Indonesia. At present it has 8 faculties, 1900 staff members and some 18,000 students. In response to the higher education policy of the Indonesian government, it started the process towards autonomy and institutional strengthening by preparing the draft Master Plan 2005-2010, defining its vision, mission and goals, and addressing the issues of governance, human, physical and financial resources, and academic development. The Netherlands Programme for Institutional Strengthening of Post-Secondary Education and Training Capacity (NPT) provides support in further elaborating the key elements of the Master Plan in viable plans and activities in the transition phase of four years towards autonomy.
Description of project	The objective of the project is to support SKU to become an autonomous university with a legal status, with improved performance in governance, human and physical resources management, academic results and finance management. SKU was selected for NPT support after the tsunami of December 2004, in which SKU suffered the loss of several staff members and infrastructure. The project is supportive of Indonesia's overall Higher Education Long Term Strategy, which aims to improve the quality of, access to and equity in higher education, and to provide more autonomy to the higher education institutions.
Services provided	The tasks of the consultants will include: (i) Analyse the existing governance and management system of SKU, conducting a comparative study of governance and management in

selected universities in Indonesia, Malaysia and the Netherlands, drafting and discussing a new governance and management structure for SKU and develop a new statute for SKU as an autonomous university.

(ii) Analyse existing HRM practices and design new practices in the areas of human resources planning, staffing practices, remuneration and working conditions, performance management and human resources development.

(iii) Evaluate the existing financial management system, design new financial management systems and procedures internally and in relation to central government financing procedures, test, implement and review the new system.

(iv) Assess existing and develop new database for facility and asset management, develop new facility and asset management system, identify assets for revenue-generating opportunities, develop and implement business plans and action plans for income-generating opportunities.

(v) Assess the existing MIS and develop appropriate MIS for the major institutional functions of SKU (academic programme planning, quality assurance, student registration, HRM, financial and asset management).

(vi) Assess the existing internal auditing system, develop an adequate auditing system and operating procedures, assess the existing academic quality assurance system and develop and implement an adequate academic QA system.

(vii) Provide training to selected staff members of SKU in the new systems developed under tasks 1-6.