Southeast Asian Ministers of Education Organization
Regional Open Learning Center
(SEAMEO SEAMOLEC)

ANNUAL REPORT
July 1997 - June 1998

INDONESIA
# TABLE OF CONTENTS

Table of Contents

## I. GENERAL INFORMATION
- A. Introduction ........................................... 1
- B. Vision and Mission .................................... 3
- C. Goal and Objectives .................................. 3
- D. Functions ............................................. 4
- E. Organization .......................................... 5

## II. HIGHLIGHTS OF SEAMEO SEAMOLEC PERFORMANCE
- A. Enhanced Program Excellence and Relevance ........... 6
- B. Enhanced Quality and Efficiency of Management ...... 10
- C. Ensured Financial Viability ............................ 12
- D. Increased Access to Markets of SEAMEO SEAMOLEC Programs .................. 12
- E. Strengthened and Increased Linkages with National, Regional and International Institutions .... 13

## III. SEAMEO SEAMOLEC PROGRAMS FOR 1998/1999
- A. Research and Development ............................ 16
- B. Training/Workshops/Seminars ......................... 17
- C. Organizational Management ........................... 18
- D. Information, Documentation and Publication ....... xx

## IV. SUPPORTING FACTORS AND CONSTRAINTS
- A. Supporting Factors .................................... 20
- B. Constraints .......................................... 21

Attachment 1 SEAMEO SEAMOLEC Governing Board Member
Attachment 2 List of SEAMEO SEAMOLEC Staff
Attachment 3 The Organization Structure of SEAMEO SEAMOLEC
I. GENERAL INFORMATION

A. Introduction

In view of the increasing demands for education and training in the region and the experience of the Indonesian government with open learning/distance education, Indonesia prepared a proposal for establishing a SEAMEO Regional Open Learning Center, which is now called SEAMEO SEAMOLEC.

The proposed Center is to assist SEAMEO Member Countries in designing, developing, evaluating, expanding, promoting, and improving quality of learning by pooling, sharing, and exchanging expertise and other resources in line with the spirit of the Langkawi Agreement of SEAMEO Member Countries.

In November 1995, the Government of Indonesia submitted a proposal to the SEAMEO High Officials Meeting (HOM) in Thailand. The rationale for the establishment of SEAMEO SEAMOLEC, among others, was the conviction that conventional schools alone cannot provide education for all. Meanwhile, several SEAMEO Member Countries have already implemented open and distance learning programs as alternative ways to provide learners greater access to educational opportunities.

The proposal was discussed further in the SEAMEO Council Conference in Chiang Rai, Thailand, in January 1996. The Council agreed to the establishment of SEAMEO SEAMOLEC as a regional center if it proved to be feasible. Hence, the Council insisted that it should be preceded by a feasibility study.
Accordingly, a feasibility study team composed of representatives of interested SEAMEO Member Countries (Malaysia, Thailand, Indonesia), SEAMEO Secretariat, SEAMEO INNOTECH, SEAMEO Associate Members (Australia and Canada) was set up to look into how the initiative could be pursued further and coordinated with the existing national institutions and agencies. The team was to report to the SEAMEO Council at the next SEAMEO Council Conference.

As expected, the team then designed the feasibility study, prepared data-collection instruments, collected data, analyzed the data, and wrote a report. The feasibility-study report was discussed by a SEAMEO High Officials Meeting (HOM) in Bangkok, Thailand on November 1996 and won a strong support for presentation to the 32nd SEAMEO Council Conference in Manila.

The SEAMEO Council Conference in February 1997 reached a consensus that SEAMEO will advocate and adhere to technology supported education for optimum human resource development in the region by the 21st century. The major highlight of the conference was the Council's approval for SEAMEO SEAMOLEC, a proposed center of expertise on open and distance learning to be hosted by the Indonesian government.

The 32nd SEAMEO Council Conference in Manila, the Philippines, officially inaugurated SEAMEO SEAMOLEC on February 27, 1997.
B. Vision and Mission

The *vision* of SEAMEO SEAMOLEC is to be a Center of expertise in open and distance learning by the year 2010, while its *mission* is to assist SEAMEO Member Countries in identifying educational problems, and finding alternative solutions for sustainable human resource development through the dissemination and effective use of open and distance learning.

C. Goal and Objectives

The *goal* of SEAMEO SEAMOLEC is to undertake relevant programs that are responsive to current national and regional requirements in the field of open and distance learning.

In more specific terms, SEAMEO SEAMOLEC's *objectives* are:

1. to assist SEAMEO Member Countries in promoting and fostering open and distance learning as another way to meet the demand for education and training. In this regard, open and distance learning can function to complement, supplement, or substitute conventional classroom instruction.

2. to assist open and distance learning providers in SEAMEO Member Countries in designing, developing, evaluating, promoting, improving and expanding their services so as to accelerate student participation, lower drop out rate, and increase the number of qualified graduates, establishing cooperative linkages for mutual help and formation of open and distance learning network, and identifying, acquiring, and utilizing resources.
D. Functions

The functions of SEAMEO SEAMOLEC focus on training, research and development, information, consulting, and resource linking on any aspect of open and distance learning. Full descriptions of SEAMEO SEAMOLEC’s functions are as follows:

**Functions 1**: To disseminate information on open and distance learning and on the use of technology to make learning more effective.

**Function 2**: To foster collaborative arrangements and links between regional/national agencies and between the Center and external open and distance learning.

**Function 3**: To provide training in the development and practice of open and distance learning systems.

**Function 4**: To conduct needs assessment, research and evaluation on open and distance learning, and educational technology.

**Function 5**: To facilitate inter-institutional open and distance learning courseware acquisition, exchange, development and adaptation in the region.

**Function 6**: To promote sharing and exchanges of expertise and other resources for the improvement of the quality in open and distance learning.

**Function 7**: To advise open and distance learning providers in SEAMEO Member Countries on the identification, acquisition and utilization of resources including the selection of appropriate technology.
E. Organization

As an early start for SEAMEO SEAMOLEC operation, a SEAMEO SEAMOLEC Task Force was recruited to do planning and manage the Center. It is composed of representatives of PUSTEKKOM (The Indonesian Center for Communication Technology for Education and Culture), Universitas Terbuka or UT (the Indonesian Open Learning University), the International Cooperation Bureau of the Indonesian Ministry of Education and Culture, the Association of the Indonesian Educational Technologists (IPTPI), and a former Deputy Director of SEAMEO BIOTROP.

Currently, Seventeen officers are working for SEAMEO SEAMOLEC (see Attachment 1). They are the Interim Director, Secretary, Treasurer, Head of Research and Development Division, Head of Information Technology and Communication Division, Head of Training and Human Resource Development Division, Head of International and Public Relation Division, and some supporting staff.

During the first interim year, two deputys Directors of SEAMEO SEAMOLEC (Deputy Director of Research and Development and Information, Deputy Director of Human Resource Development and Public Relation) had still been vacant.

As appears on Attachment 2, the organizational structure of SEAMEO SEAMOLEC will give further and more complete information about SEAMEO SEAMOLEC's Organization.
II. HIGHLIGHTS OF SEAMEO SEAMOLEC PERFORMANCE

The following highlights of SEAMEO SEAMOLEC’s activities relate to SEAMEO five KRA’s (Key Result Areas).

A. Enhanced Program Excellence and Relevance

SEAMEO SEAMOLEC’s programs are responsive to national, regional and international needs. For the interim period, its programs include institutional preparation and responses to address national, regional and international needs. In this regard, SEAMEO SEAMOLEC’s activities include:

1. Study the roles Open and Distance Learning (ODL) play for Rural Development Program (RDP) in Greater Mekong Sub-Region and South East Asian Countries. This study and the result of the study has been discussed in a workshop held in STOU, Thailand, September 1998.

2. Needs Assessment study on the quality improvement of English as a Foreign Language (EFL) in Open Junior Secondary School (OJSS). The purpose of the study is to identify the learning needs of OJSS students and training needs of OJSS English teachers. The study was conducted in collaboration with Department of Education, Training and Employment (DETE) and Department of Education, Employment, Training and Youth Affairs (DEETYA), Australia, and PUSTEKKOM. The stakeholders of this initiative were the Language Teachers Upgrading Center, the Teachers and students of OJSS, the Directorate of Teachers and Technical Staff Training, UT, and PUSTEKKOM.
3. A survey on the Management of Distance Education and Training in Indonesia conducted jointly in 1997 with IDLN, UT, and PUSTEKKOM reveals that there are currently 14 institutions (12 public and 2 private) managing distance education and training. The programs offered by each institution vary. Some institutions address primary level target audience, others secondary or tertiary level, and still others offer degree or certification programs.

4. Training on Planning Open and Distance Learning System was conducted from 5 to 11 January 1998 in collaboration with PUSTEKKOM, UT, and IDLN. The training participants were mostly IDLN members. The training was attended by 30 participants from different institutions such as from the UT, PUSTEKKOM, IDLN, SEAMEO SEAMOLEC, some Directorates of the Ministry of Education and Culture, IPB (the Bogor Institute of Agriculture), and the Center for Teachers Training by Correspondence as well as from private sectors.

5. A workshop on developing content outlines for CD-ROM held at SEAMEO Biotrop, Bogor was conducted for 4 days in July 1997 in collaboration with PUSTEKKOM and Dette, South Australia to develop CD-ROM programs for students of OJSS. David Shires, a consultant from Australia, led the workshop.

6. Training workshop on Learning Resources Center and Management was conducted in the third week of January 1998 in collaboration with IDLN and PUSTEKKOM. The instructor was Mr. Keith Harry from ICDL United Kingdom. There were 23 participants from PUSTEKKOM, UT, IDLN members, and various private sectors.
7. SEAMEO SEAMOLEC and PUSTEKKOM held a one-week workshop on English audio-script writing for OJSS students in cooperation with Department of Education and Children Services (DECS), South Australia. A prototype program was developed and field-tested in November 1997 to three OJSS respectively, in West Java, Yogyakarta and Bali.

8. The Third International Symposium on Open and Distance Learning with Future Vision as its main theme was held in Denpasar, Bali from November 17 to November 20, 1997. The participants came from Australia, the United State of America, Norway, New Zealand, Japan, India, and some Asian countries. The workshop was jointly sponsored by SEAMEO SEAMOLEC, IDLN, UNDP, UNESCO, and PUSTEKKOM and was appreciated by most participants.

9. A Three-week Regional Workshop on Interactive CD-ROM Program Development jointly sponsored by SEAMEO SEAMOLEC, PUSTEKKOM, IDLN and UNESCO was held at PUSTEKKOM from April 17 to May 8, 1998. The Workshop provided first hand experiences to produce pre-master CD-ROM program and was participated by 37 participants from various institutions such as SEAMEO SEAMOLEC, SEAMEO VOCTECH, SEAMEO SEARCA, IDLN, Bank of Indonesia, the Teachers' Training Center, some Senior Secondary Schools in Jakarta, and PUSTEKKOM.

The instructor of the Workshop was Mr. Kym Schutz, multimedia consultant from Adelaide, South Australia. The output of the workshop was one Alpha-tested pre-master CD-ROM program with five topical aspects to deal, respectively: Chemistry, Physics, English, Electronics, and Procedures of Export.
10. In September 1997 SEAMEO SEAMOLEC collaborated with IDLN and PUSTEKKOM organized a training workshop on needs assessment under the sponsorship of UNDP/UNESCO. The workshop was held in Bandung for a week in September 1997 with a consultant from the University of Melbourne, Dr. Sydney Strong. Participants of the workshop were representatives of IDLN members, PUSTEKKOM, IKIP Jakarta and SEAMEO SEAMOLEC.

11. Increased in-house capabilities was enhanced through team building program by sending SEAMEO SEAMOLEC staff to:

a. **VTET Training on Effective Management of Multimedia Resources** held by the SEAMEO VOCTECH, Brunei Darussalam from August 11 to September 6, 1997;

b. **the regional training workshops on Instructional Design for Open Learning** held in Bangladesh by COL (Commonwealth of Learning, Canada) in collaboration with ADB (Asian Development Bank);

c. **the Use and Integration of Media in Distance Education** held in New Delhi, India by ADB in collaboration with COL;

d. **the Planning and Management of Distance Education** held in Jakarta, Indonesia, by ADB in collaboration with Commonwealth of Learning (COL) on July 28 up to August 8, 1997;

e. **the Second Core Member Meeting of Asia Pacific Distance and Multimedia Education Network (APDMEN)** conducted on 26-28 October 1997 in Phuket, Thailand, and the **Third Core Member Meeting of APDMEN** conducted on 14-16 April 1998 in Shanghai, China;
f. participate in Study Tour Plus a Planning Meeting for the Formulation of UNESCO UNITWIN Network in Distance Education at Greater Mekong Sub-region, Yunan, China on 13-16 October 1997;

g. the Shanghai International Open and Distance Education seminar conducted in Shanghai, China, on 15-17 April 1998;

h. a workshop on Teachers Training by Distance Mode conducted in Phuket, Thailand, from 29 - 31 October 1997, sponsored and organized by NKS, Europe, in collaboration with Worldview International Foundation;

i. participate in Consultative Meeting on the Development of Global Distance Learning Network sponsored by the World Bank in Washington DC, on 10-12 June 1998. This collaborative effort was to provide up-to-date knowledge resources in distance education to policy makers and technical specialists in developing countries; and

12. For the Center to be operational, SEAMEO SEAMOLEC has procured office equipment and facilities, communication equipment and vehicle from the GOI budget funding.

B. Enhanced Quality and Efficiency of Management

1. As part of the strategic planning process SEAMEO SEAMOLEC has started developing its homepage. The development was initiated by a series of meetings (March to June 1998). The homepage has since July 1998 been accessible through its Web site at http://www.pustekkom.go.id/seamolec though still in its development stage.
2. In order to finance future programs, SEAMEO SEAMOLEC has also submitted proposals to the Government of Indonesia and ASEAN Secretariat. Through the assistance of SEAMEO Secretariat, proposals were also submitted to CIDA Canada and JICA Japan.

For the coming second interim year, SEAMEO SEAMOLEC has proposed a budget of about US$ 500,000 to the Government of Indonesia.

3. To meet the need for standard operating infrastructures, SEAMEO SEAMOLEC has set up at the end of 1997 a set of working procedures comprising draft Memorandum of Agreement (MOA); Enabling Instrument; Staff Rules; and the First Five - Year Development Plan. All of these documents have been discussed at the SEAMEO SEAMOLEC Governing Board Meeting (GBM) discussion in September 1998, in Bandung, West Java, Indonesia.

4. In the framework of strengthening SEAMEO SEAMOLEC through enhanced institutional capability: (a) the Interim Director of SEAMEO SEAMOLEC attended a workshop on marketing strategy in Penang, Malaysia, which was conducted by SEAMEO in collaboration with SEAMEO RECSAM, (b) Dr. Arief S. Sadiman, the Interim Director and Dr. WBP Simanjuntak, Head of Research and Development Division participated in the Center Directors and Strategic Planning Group Meeting (CDM) in Thailand on 7-9 July 1997.

5. To maintain consolidation efforts among regional Centers, SEAMEO SEAMOLEC attended such regular meetings as CDM, HOM, and SEAMEO Council Conference.
C. Ensured Financial Viability

1. To fill the need for SEAMEO SEAMOLEC staff and Director during the provisional period, an Interim Director and several project staff have been recruited, selected and hired.

2. SEAMEO SEAMOLEC is selling symposium proceedings to support its operation.

3. To equip the Center with favorable working environment, a proposal on initial equipment requirements was passed to JICA through SEAMEO Secretariat to support SEAMEO SEAMOLEC operational activities.

4. Similarly, a research proposal was made on the profile of open and distance learning in the region to the ASEAN Secretariat in Jakarta, Indonesia.

D. Increased Access to Markets of SEAMEO SEAMOLEC Programs

To elicit social and public awareness on its operation, services, and products, SEAMEO SEAMOLEC took the following marketing and promotional procedures:

1. publishes a leaflet informing the rationale, mission, vision, objectives, functions, and organization of SEAMEO SEAMOLEC. The leaflet will from time to time be updated as may deem necessary;

2. publishes a four-monthly newsletter called "SEAMOLEC Info" with special concern about ODL issues and activities. Volume one was launched and distributed in November 1997. Volume 2 had been circulated in February 1998. And Volume 3 is now in print and will soon be published and circulated;
3. sells proceedings on seminars/symposium and other publications;
4. publishes Annual Report;
5. assigns a special staff to be responsible for marketing the Center's product or services as well as the SEAMEO Centers;
6. makes good use of various meetings and promotional activities within and without the Indonesian Ministry of Education and Culture; and
7. Conducting seminars on:
   b. Multimedia and New arts to Learn in collaboration with French Embassy, PUSTEKKOM and UT.
   c. The fourth Symposium on Distance Education and Open Learning: "Technology and Educational Reform", Bandung, from 1 to 3 December 1998.

E. Strengthened and Increased Linkages with National, Regional and International Institutions

SEAMEO SEAMOLEC has established linkages with the following national, regional as well as international institutions, public and private, in the field of open and distance learning to meet the needs of its clients and in its effort to develop in-house institutional capabilities.

1. Indonesia national institutions such as:
   a. Indonesian Distance Learning Network (IDLN),

b. PUSTEKKOM,
c. Jakarta Institute of Teachers Training (IKIP Jakarta),
d. Indonesian Open Learning University (UT),
e. Bogor Institute of Agriculture (IPB),
f. Center for Teachers Training by Correspondence,
g. Association of the Indonesian Educational Technologists (IPTPI),
h. some Directorates of the Ministry of Education and Culture,
   and private sectors'
i. Cakra Vinaya Budaya Foundation

2. Regional/International Institutions:
   a. the International Council for Open and Distance Education (ICDE), in which SEAMEO SEAMOLEC is a member. Since May 1998, the Interim Director of SEAMEO SEAMOLEC has been elected to be Vice President of ICDE representing Southeast Asian region.
b. DEETYA, Australia, DETE (formerly DECS), South Australia.
c. COL, Canada.
d. ICDL (International Center for Distance Learning), United Kingdom, for up-to-date information on open and distance learning.
e. UNESCO PROAP Bangkok.
f. UNDP/UNESCO Jakarta.
g. French Embassy.
h. **SEAMEO Centers in Indonesia** to jointly promote agriculture, biology, environment, health and community nutrition by distance mode.

i. **SEAMEO RECSAM** in developing and marketing open learning programs on education of science, mathematics and technology.

j. **World Bank.**

1. A study on the profile of open learning and distance education in Southeast Asian countries.

2. A follow-up study on the role of open and distance learning for rural development in Greater Mekong Sub Region and Southeast Asian countries in collaboration with UNESCO PROAP Bangkok.

3. Development and promotion of educational programs on science, mathematics and technology by distance mode in collaboration with SEAMEO RECSAM.

4. Development and promotion of educational programs on health, community nutrition, biology and environment by distance mode in collaboration with SEAMEO Biotrop and Tropmed on Community Nutrition.

5. Development of instructional programs of English as a Foreign Language (EFL) for the OJSS students in collaboration with PUSTEKKOM and DETE, South Australia.

6. Development of teachers' upgrading programs on English as a Foreign Language (EFL) for English Teachers of OJSS in collaboration with PUSTEKKOM and DEBTEA, Australia.

III. SEAMEO SEAMOLEC PROGRAMS FOR 1998/1999

For the current fiscal year (July 1998 to June 1999), SEAMEO SEAMOLEC is to carry out the following programs:

A. Research and Development

1. A study on the profile of open learning and distance education in Southeast Asian countries.

2. A follow up study on the role of open and distance learning for rural development in Greater Mekong Sub Region and Southeast Asian countries in collaboration with UNESCO PROAP Bangkok.

3. Development and promotion of educational programs on science, mathematics and technology by distance mode in collaboration with SEAMEO RECSAM.

4. Development and promotion of educational programs on health, community nutrition, biology and environment by distance mode in collaboration with SEAMEO BIOTROP and TROPMED on Community Nutrition.

5. Development of instructional programs of English as a Foreign Language (EFL) for the OJSS students in collaboration with PUSTEKKOM and DETE, South Australia.

6. Development of teachers' upgrading programs on English as a Foreign Language (EFL) for English Teachers of OJSS in collaboration with PUSTEKKOM and DEETYA, Australia.

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8. Participating in national, regional or international training/seminars on educational technology.

C. Organizational Management

1. Allocating budget for hiring SEAMEO SEAMOLEC personnel.
2. Participating in SEAMEO regular meetings, such as CDM, HOM and SEAMEO Council Conference.
3. Participating in SEAMEO training/workshop programs.
4. Organizing SEAMEO SEAMOLEC Governing Board Meeting (GBM).
5. Procuring office equipment and facilities.
6. Participating in ICDE-SCOP Meeting and ICDE World Conference.
7. Improving SEAMEO SEAMOLEC capability in the field of marketing strategy by utilizing marketing experts from the Association of Canadian Community Colleges (ACCC) Canada.
8. Renovating the existing building of PUSTEKKOM for SEAMEO SEAMOLEC Office
9. Sending SEAMEO SEAMOLEC staff to France on December 1998, as a follow up of the seminar on "Multimedia and New Arts to Learn".

D. Information, Documentation and Publication

1. Publication of a four-monthly newsletters of SEAMEO SEAMOLEC, "SEAMOLEC Info".
2. Publication of a booklet on SEAMEO SEAMOLEC.


4. Publication of symposium/seminar proceedings.

5. Publication of research reports on open and distance learning.

6. Publication of "Who is Who" of SEAMEO SEAMOLEC.

7. Procurement of open learning books, journals and other publications.


9. Development of Global Distance Education Network in Collaboration with world Bank.

a. PUSTEKJUNI (the Indonesian Center for Communication Technology for Education and Culture) as SEAMEO SEAMOLEC’s host institution, that conceived and has always nurtured SEAMEO SEAMOLEC by assigning its able and dedicated staff to help manage SEAMEO SEAMOLEC and providing ample office space for SEAMEO SEAMOLEC Secretariat.

b. The International Cooperation Bureau of the Ministry of Education and Culture of the Republic of Indonesia that facilitates all dealings with HOM SEAMEO Secretariat and SEAMEO Council and has always assisted SEAMEO SEAMOLEC since its conception and birth.

c. Universitas Terbuka (the Indonesian Open Learning University, UT) by assigning us able and dedicated staff.
IV. SUPPORTING FACTORS AND CONSTRAINTS

A. Supporting Factors

Supporting factors that enable SEAMEO SEAMOLEC carries out its programs are among others:

1. Indonesian Distance Learning Network (IDLN) with its rich experiences and large network already laid a strong foundation for the establishment and growth of SEAMEO SEAMOLEC.

2. The great support of the Minister of Education and Culture of the Republic of Indonesia for SEAMEO SEAMOLEC.

3. The great commitment, generosity, and dedication of the following institutions and personalities to ensure SEAMEO SEAMOLEC survival and success:
   a. PUSTEKKOM (the Indonesian Center for Communication Technology for Education and Culture) as SEAMEO SEAMOLEC’s Host Institution, that conceived and has always nurtured SEAMEO SEAMOLEC by assigning its able and dedicated staff to help manage SEAMEO SEAMOLEC and providing ample office space for SEAMEO SEAMOLEC Secretariat.
   b. The International Cooperation Bureau of the Ministry of Education and Culture of the Republic of Indonesia that facilitates all dealings with HOM, SEAMEO Secretariat, and SEAMEO Council and has always assisted SEAMEO SEAMOLEC since its conception and birth.
   c. Universitas Terbuka (the Indonesian Open Learning University, UT) by assigning its able and dedicated staff to
help manage SEAMEO SEAMOLEC, and to be one of the resources for SEAMEO SEAMOLEC activities.

d. An experienced former Deputy Director of SEAMEO BIOTROP, Dr. Djoko Purwanto, who contributes a lot as SEAMEO SEAMOLEC regular consultant and motivator.

e. The great support given by the Indonesian Association of Educational Technologists (IPTPI) to assist SEAMEO SEAMOLEC since the beginning of its establishment. It has also assigned some of its potential members to help manage SEAMEO SEAMOLEC.

B. Constraints

Indonesia’s national monetary difficulty as a result of a sharp decline of Rupiah’s exchange rate against US dollars and other foreign currencies has constrained SEAMEO SEAMOLEC for some time.

As stated earlier, two of the listed programs for its first interim year are to be rescheduled due to such monetary difficulty. They are (a) renovation of some spaces of PUSTEKKOM building for SEAMEO SEAMOLEC Office and (b) training-workshop on media development.

By the Indonesian government regulation, SEAMEO SEAMOLEC is not allowed to use domestic currency (Rupiah) from the Indonesian government to finance foreign consultants and training participants from abroad.
## SEAMEO SEAMOLEC Governing Board Member

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<th>No</th>
<th>Name</th>
<th>Position</th>
<th>Address</th>
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<tbody>
<tr>
<td>1</td>
<td>Mr. Chaleun Souvong (Lao PDR)</td>
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<td>2</td>
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<td>Director</td>
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</tr>
<tr>
<td>3</td>
<td>Assoc. Prof. Dr. Md. Noor Salleh (Malaysia)</td>
<td>Director</td>
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<tr>
<td>4</td>
<td>Ms Daw Hla Kyu (Myanmar)</td>
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<tr>
<td>5</td>
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</tr>
</tbody>
</table>
Attachment 2

List of SEAMEO SEAMOLEC Staff

1. Dr. Arief S. Sadiman
   Interim Director

2. Drs. Sudirman Siahaan, MPd.
   Secretary/Program Manager

3. Dra. Harina Yuhetti, MPd.
   Finance Manager

4. Dr. WBP Simanjuntak
   Head of Research and Development Division/Program Manager

5. Dr. AP Hardhono
   Head of Information Technology and Communication Division/Program Manager

6. Dr. Djoko Purwanto
   Head of International and Public Relation/Program Manager

7. Dr. Anung Haryono
   Head of Training and HRD Division/Program Manager

8. Drs. Wayan Inten, MSc.
   International and Public Relation/Marketing Officer

9. Drs. Raphael Rahardjo, MSc.
   Information Technology and Communication Division

10. Drs. Asmadi M. Noer, MSc.
    Information Technology and Communication Division

11. Drs. Radikun, MSc.
    Training and HRD Division

12. Drs. Rusjdy S. Arifin, MSc.
    Training and HRD Division

13. Drs. Abubakar, MSc.
    International and Public Relation Division/Information Officer

14. Drs. Djasmen Panjaian
    Research and Development Division/Secretariat

15. Dra. Rahmi Rivalina
    Secretariat

16. Sitti L. Martika, SSos.
    Secretariat

17. Timbul Pardede, SE.
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<th>No</th>
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<tr>
<td>6</td>
<td>Prof. Dr. Hoang Ngoc Ha (Vietnam)</td>
<td>Deputy Director</td>
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<td>Dr. Kia Somtrakool (Thailand)</td>
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</tr>
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</table>
Attachment 3

The Organization Structure of SEAMEO SEAMOLEC

The organization structure of SEAMEO SEAMOLEC effective 27 February 1997 is shown in Figure 1.
ANNUAL REPORT
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