



MEMORANDUM OF UNDERSTANDING ACADEMIC, ADMINISTRATIVE AND RESEARCH COLLABORATIONS

No. 7.7.4/UN32/KS/2026

This Memorandum of Understanding (MoU) is entered into force on 7 July, 2026 by and between:

1. **Universitas Negeri Malang (UM)**, a state university with legal entity (PTN-BH) in Indonesia, originally established in 1954 based on the Decree of the Ministry of Education and Culture of the Republic of Indonesia No. 33756/Kb dated August 4, 1954, having its principal address at Jalan Semarang No. 5, Malang 65145, East Java, Indonesia, hereinafter referred to as "Party 1";

and

2. **National Center for Distance Education of Madagascar (CNTEMAD)**, a higher education institution located in Lot IVC 6, Ambatomitsangana, Antananarivo 101, Madagascar

Both UM and CNTEMAD hereinafter shall collectively be referred to as "The Parties".

The Parties are seeking to establish collaborations under this MoU upon the terms as stated therein.

IT IS AGREED AS FOLLOWS:

ARTICLE I OBJECTIVE

The Parties to this agreement wish to expand their activities for mutual benefit and in a spirit of academic cooperation and friendship. The objective of this Memorandum of Agreement is to further develop and carry out long term collaborations as described under Article II.

ARTICLE II
SCOPE OF ACTIVITIES

The areas of collaboration on academic and research activities covered under this Memorandum of Understanding are as follows:

1. development of collaborative projects;
2. organization of joint academic activities, such as: courses, conferences, seminars, distant learning programs, symposia or lectures;
3. any other areas of cooperation to be mutually agreed upon by the Parties.

ARTICLE III
FURTHER AGREEMENTS

Details of commitments relating to those activities described under Article II shall remain subject to later written agreements between the parties. Until such agreements are completed, neither party shall be under any formal commitment to provide any goods or services.

ARTICLE IV
FUNDING

1. This Memorandum of Understanding will not give rise to any financial obligation by one Party to the other.
2. Each Party will bear its own costs and expenses in relation to this Memorandum of Understanding, unless agreed by both Parties.

ARTICLE V
EFFECT OF MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding serves only as a record of the Parties' intentions and does not constitute or create, and is not intended to constitute or create, obligations under domestic or international law and will not give rise to any legal process and will not be deemed to constitute or create any legally binding or enforceable obligations, express or implied.

ARTICLE VI
INTELLECTUAL PROPERTY RIGHTS, RESULTS, AND PUBLICATIONS

Each party shall continue to remain the sole owner of its materials contributed to any joint project. Arrangements relating to new intellectual property rights jointly created, results and rights of publication shall be agreed in writing.

ARTICLE VII
SETTLEMENT OF DIFFERENCES

If disputes arise then with the consent of both parties such dispute shall be resolved through mutual consultation and/or negotiations between the Parties, without reference to any third party or international tribunal.

ARTICLE VIII
AMENDMENTS, DURATION AND TERMINATION

- (a) Amendments to this Memorandum of Understanding can only be made after consultation and with the mutual written consent of both parties.
- (b) This Memorandum of Understanding shall be effective from the date of this Memorandum and continue for the duration of five (5) years from that date.
- (c) This Memorandum of Understanding may be terminated by a party on six months written notice to the other.

ARTICLE IX
FORCE MAJEURE

Neither Party shall be held responsible for any delay or failure in the performance of its obligations under this Memorandum of Understanding caused by an event of Force Majeure, which includes but is not limited to natural disasters, war, civil disturbance, epidemics, pandemics, or any other cause beyond the reasonable control of the Parties. In the event of Force Majeure, the affected Party shall promptly notify the other Party in writing to discuss in good faith the necessary measures to minimize the impact on the collaboration or, if necessary, to suspend or terminate the affected activities.

ARTICLE X
NOTICE

Every notice, request or any other communication required or permitted to be given pursuant to this MoU shall be in writing, in English, and delivered personally or sent by a registered or certified post via air mail or by courier or facsimile or email (which shall be acknowledged by other Party) to the Parties at the address, facsimile number, and email address as stated below:

If to Universitas Negeri Malang:

Attention:
Dr. Sari Karmina
Director, Office of International Affairs
Graha Rektorat, Universitas Negeri Malang
Email: oia@um.ac.id or iro@um.ac.id
Tel.: +62 (0) 341 551312 ext.360
Fax. no: +62 (0) 341 5847459
Address: Jl. Semarang No.5, Malang, 65145
Indonesia

If to National Center for Distance Education of Madagascar:

Attention:

Prof. Pierre Benjamin Rakotomahenina

National Director

Email: contact@cntemad.mg

Telephone: +261 38 51 569 40

National Center for Distance Education of Madagascar

Lot IVC 6, Ambatomitsangana,

Antananarivo 101, Madagascar

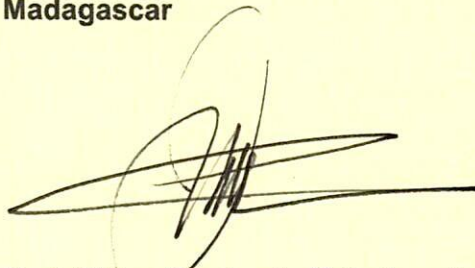
IN WITNESS WHEREOF, the parties hereto have unto set their hands on this 7th day of **July** 2026.

For
Universitas Negeri Malang



Prof. Dr. Hariyono, M.Pd
Rector
Universitas Negeri Malang

For
National Center for Distance Education of
Madagascar



Prof. Pierre Benjamin Rakotomahenina
National Director
National Center for Distance Education of
Madagascar