



Arab Republic Of Egypt
Ministry Of Higher Education
Higher Education Enhancement Project
Higher Education Enhancement Project Fund
(HEEPF)



December

ARAB REPUBLIC OF EGYPT
HIGHER EDUCATION ENHANCEMENT PROJECT (HEEP)

٢٠٠٢-٢٠٠٧

Loan No. ٤٦٥٨ EGT

HIGHER EDUCATION ENHANCEMENT PROJECT FUND
(HEEPF)



HEEPF QUARTERLY PROGRESS REPORT
Q٤: ١ SEPTEMBER – ٣١ DECEMBER ٢٠٠٦

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Abbreviations and Acronyms

BOT	Board of Trustees
ETCP	Egyptian Technical Colleges Project
EUN	Egyptian Universities Network
FfEE	Fund for Enhancing Education
FLDP	Faculty Leadership Development Project
FMR	Financial Monitoring Reports
FOE	Faculty of Education
FOEP	Faculty of Education Project
HE	Higher Education
HEEP	Higher Education Enhancement Project
HEEPF	Higher Education Enhancement Project Fund
HEIs	Higher Education Institutions
HMS	Hospitals Management System
IA	Impact Assessment
ICT	Information and Communication Technology
ICTP	Information and Communication Technology Project
IT	Information Technology
MIS	Management Information System
MOHE	Ministry of Higher Education
M&E	Monitoring and Evaluation
NQAAA	National Quality Assurance and Accreditation Agency
PMU	Project Management Unit
QAAP	Quality Assurance and Accreditation Project
RFP	Request For Proposals
SCTC	Supreme Council of Technical Colleges
SCU	Supreme Council of Universities
TC	Technical College
UPMU	University Project Management Unit



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١. INTRODUCTION

Higher Education Enhancement Project Fund (HEEPF) is a mechanism within the national higher education enhancement strategic plan (HEEP). HEEPF is part of the loan agreement, loan number ٤٦٥٨ EGT, dated April ٢٠٠٢, between the ARE and IBRD to support and Finance priority areas of the strategic plan of the higher Education Enhancement Project HEEP. The amount of the loan allocated for HEEPF Grants equal to ١٢,٠٠٠,٠٠٠ USD that was increased to ١٣,٠٠٠,٠٠٠ USD.

٢. HEEPF MAIN & SPECIFIC OBJECTIVES

The main objective of HEEPF is to enhance QUALITY, RELEVANCE & EFFICIENCY in Higher Education through establishing a sustainable competitive mechanism among Egyptian universities and Technical Colleges (TCs).

This objective can be achieved through the following specific objectives:

- Creating a competitive environment that would enhance and improve H.E. Institutions (departments/faculties/institutions and universities).
- Encouraging the bottom-up, autonomous and decentralized approach (self-improving mechanism) for sustainable quality learning improvement.
- Improving capabilities of institutions and academic communities to upgrade and consider modern scientific fields of specialization, interdisciplinary, multidisciplinary and innovative topics.
- Strengthening collaboration and integration between HE Institutions and the community/industry.
- Enhancing the inter/intra-management and administration information systems in the H.E. Institutions.
- Optimizing the use and increasing the availability of common knowledge resources and lab facilities & infrastructure.
- Empowering faculty members at public universities and HEIs to acquire basic skills needed for managing and implementing reform plans.
- Cooperate with other HE enhancing projects through HEEP and other funded projects to implement the national strategic plan.

٣. HEEPF APPROVED IMPLEMENTATION PLAN

The approved implementation plan for HEEPF includes the following main activities:

- Preparation of Basic HEEPF Documentation.
- Awareness Building & Dissemination of Information.
- Needs Assessment Studies and redefinition of priorities for application.
- Five Rounds of Request For Proposals RFP each contains:
 - General & Specific Workshops and Seminars.
 - RFP Preparation & Submission.
 - Peer Reviewers Activities.
 - Selection, Awarding and Grants Contracting.
- Implementation Phase of the Funded Projects
- HEEPF Management, Monitoring and Evaluation Reports.



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- Quality Control & Monitoring of the funded Projects.
- Evaluation & Impact Assessments for the Funded Projects.
- Trends Assessments & Tracer Studies and HEEPF Conferences.

٤. GENERAL PROGRESS

٤.١ HEEP OBJECTIVE ١: IMPROVE EFFICIENCY THROUGH THE REFORM OF GOVERNANCE AND MANAGEMENT

Establishing a Higher Education Enhancement Project Fund (HEEPF)

HEEPF Objectives	Output/Outcome	Indicators	
Create a competitive environment to improve and enhance Higher Education Institutes	<ul style="list-style-type: none"> • ٥٦٣ proposals have been submitted over ٤ Cycles where ١٥٨ projects were selected for fund in Egyptian universities are funded. (٤١ in the ١st, ٣٦ in the ٢nd, ٣٦ in the ٣rd and ٤٥ in the ٤th cycle). • Contractual budget for the funded projects = ١٣,٨٨٤,٠٩٦ US\$ • ٨٣ projects have been successfully submitted. 	HE Institutions participated in the HEEPF projects	١٧ universities, ٥ T/C & MOHE.
		Faculties participated in the HEEPF projects	٩٠
		Direct beneficiaries	١٢١٧٢٢ undergraduate students and ١٠٠٩١٥ other categories
		Indirect beneficiaries	٨٩٨٩٩ undergraduate students and ٢٠٩٧٤٧ other categories
		Faculty members participated in the HEEPF Projects.	٣٥٤٠
		New under-graduate programs	٥
		New postgraduate programs	٣٥
		Upgraded under-graduate curricula	١٠
		Upgraded post-graduate curricula	٤٤
		Upgraded and developed courses	٥٠٩
		Laboratories upgrading	١٢٢
		Simulation/Virtual labs	٧١ Experiments.
		e-learning and on-line courses	٥١٩ electronic courses
		Knowledge resources .	٧
IT projects	١٦		
MIS, HMS & Database	٩		



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		Quality assurance systems	١٥
		Management and reform of higher education institutes.	٩
Increase collaboration with the community	Establishment of relations with the community	Specialized/interdisciplinary centers have been incorporated with HEEPF projects.	٥٧
		Cooperation protocols with community organizations have been signed and activated.	٣٩
		Specialized units for sustainability purposes	٦٤



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٤, ٢ HEEP OBJECTIVE ٢: IMPROVE THE QUALITY AND RELEVANCE OF UNIVERSITY EDUCATION

Training for Faculty and Staff

HEEPF Objectives	Output/outcome	Indicators
Improve capabilities of academic communities	Trained staff members within the Higher Education Environment to prepare and submit project proposals.	<ul style="list-style-type: none"> • ٥٦٣ proposals have been already submitted for evaluation.
	Trained teams to direct and manage the projects in the most efficient manner.	<ul style="list-style-type: none"> • Conducting ١٠ PM workshops. ٧٨٩ Staff members trained on how to manage HEEP projects. • Conducting ٦ Financial workshops. ٢٦٠ Staff members and accountants trained on the preparation of HEEP financial report. • All projects have overcome their problems in implementation.
	Trained teams with good capacity in new learning and management methodologies.	<ul style="list-style-type: none"> • ٢ Specialized & Online workshops. ٦٤ attended ٢ specialized & Online workshops. • ٥١٩ courses have been electronically prepared. • ٧١ virtual experiments have been constructed. • ٢ MIS have been effectuated. • ٢ HMS have been developed. • ٣ digital libraries have been developed and automated. • ١ database for human resources planning. • ٢ database for educational resources.
	Highly professional HEEP Staff.	<ul style="list-style-type: none"> • Several M&E training meetings. • Training on Total Quality Management (TQM) among ٢٥ staff members. • Training secretaries, administrative staff and accountants on ICDL modules.



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◦. MANAGEMENT

Output/Outcome	Indicators
RFP and Evaluation	<ul style="list-style-type: none">• ٤ cycles have been considered.• ٥٦٣ proposals were evaluated.
Contracting	<ul style="list-style-type: none">• ١٥٨ contracts have been signed and started implementation.• HEEP Impact Assessment contract has been signed.• Extension of one distinguished project has been approved.
Establishing HEEP M&E System*	<ul style="list-style-type: none">• Revising M&E guidelines and issuing an updated manual (٥th edition Aug. ٢٠٠٦).• ٢٦٦ site visit to HEEP funded projects• ١٢٧ Meetings with project management tams.• ٢٦٦ site visit to HEEP funded projects• ٧٨٧ project progress reports have been revised.• ٥٤ projects have been approved for extension (٢-٩ Ms)• ٨ projects have changed management teams due to particular management threats.• ٨٣ projects have successfully been terminated.
Establishing HEEP IT system	<ul style="list-style-type: none">• HEEP Website (refer to Dissemination Section)• HEEP Accounting system• HEEP Database system• Managing electronic documentation system, Jupiter
Integration and Coordination**	<ul style="list-style-type: none">• Awareness about projects in different disciplines.• Exchange of Experience and Outcomes benefit maximization.• Presentation and Evaluation of Integration/Coordination .experience and action plans for projects within Faculties and in different disciplines.• Partial involvement of Educational Sector Committees in Evaluation and Sustainability of higher education enhancement projects through the ٤ specialized workshops.• Holding "Infection Control" workshop at Tanta University in Nov., ٢٠٠٦.

* Refer to Annex ١

** Refer to Annex ٢



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٦. DISSEMINATION

Outputs/Outcomes	Indicators
Awareness	<ul style="list-style-type: none">• Conducting Awareness Workshops in the Universities and Technical Colleges.• Brochure for HEEPF activities.• ٨٣ handing-over conferences in universities.
HEEPF RFP documents	Four versions of: <ul style="list-style-type: none">• Applicants' Guidelines.• Application forms (Arabic & English Versions).• Operation Manual (Arabic & English Versions).
HEEPF M&E system	<ul style="list-style-type: none">• Four versions of:<ul style="list-style-type: none">○ M&E guidelines.○ Periodical reporting forms.• Hand-over process.• Sustainability monitoring mechanism.• Procurement and accounting guidelines.
Funded projects data	<ul style="list-style-type: none">• Preparing ٤ booklets containing summaries of HEEPF funded projects of the ٤ cycles.• Training of ١١٥٥ on Project management, financial issues and e-learning.
Website: www.heepf.org.eg .	Constructing and activating HEEPF Website and database for HEEPF projects. (٤٤٥ registered users on the website & updating is continuous).
Compact disks (guide for applicants).	Preparing CDs for: <ul style="list-style-type: none">• Guide for applicants.• Summaries of HEEPF funded projects.• Workshops materials
Participation in conferences	Keynote speaker in the Higher Education Enhancement Conference organized by HEEP, National Research Center and the Association of Egyptian American Scholars (AEAS) on Dec. ٢٦, ٢٠٠٦



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V. QUALITY CONTROL AND PERFORMANCE APPRAISAL

Outputs/Outcomes	Indicators
Self Assessment using "Common Assessment Framework, CaF" according to Total quality management rules.	<ul style="list-style-type: none">• SWOT analysis is prepared.• Action plan is formulated
Evaluation by projects and stakeholders	All the projects and the stakeholders submitted questionnaire to HEEPF and the Statistical analysis is performed
Evaluation by Universities	The ١٧ Universities and the Technical Colleges and the MOHE submitted their evaluation on the HEEPF funded projects
Evaluation by Supreme Council of Universities	The HEEPF is evaluated by Prof. Galal M. Said, President of Fayoum University, on behalf of the Supreme Council of Universities
Third party evaluation	The Association of Egyptian American Scholars (AEAS) submitted evaluation report as an external evaluator of HEEPF performance and the associated funded projects.
Impact Assessment study*	Contracting has been signed for HEEP projects and the study design is still under preparation by the project team.
World Bank supervision missions	^ World Bank supervision missions are conducted and Aide memoirs have been submitted
External IT consultants	<ul style="list-style-type: none">• Evaluation of HEEPF website is carried out and updates are continuously made.• Refinement of HEEPF data base system is under execution.• HEEPF accounting system is updated to incorporate graphical presentation of the data.

* Refer to Annex (٣)



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Λ. FINANCIAL MANAGEMENT

The Financial Management Report (FMR) for the period up to Dec. ٣١, ٢٠٠٦ is tabulated below.

Previous Expenditure		Expenditure this Quarter		Total Expenditure	
Loan	Local	Loan	Local	Loan	Local
١٠,٢٦٥,٠٠٨,٨	٢,٤٦٠,٥٤	٨٤٧,٨٩٥,٩٧	٢,٠٢٠,٩٦	١١,١١٢,٩٠٤,٧	٤,٤٨١,٥٠
١				٨	

The overall HEEPF expenditure in hard currency since the beginning of the project till the end of Dec. ٢٠٠٦ is ١١,١١٢,٩٠٤,٧٨ USD which is equivalent to ٦٣,٨٩٩,٢٠٢ million LE. This represents ٨٥,٥% of the allocated budget for HEEPF. The expenditures are itemized in major categories as follows:

Category	Expenditure US\$	%
Installment To HEEPF Funded Projects.	١٠,٦٢٢,٦٧٢,٢٣	٩٥,٥٩
Consultations, Administration, Workshops, Stationary and others	٤٩٠,٢٣٢,٥٥	٤,٤١
Total	١١,١١٢,٩٠٤,٧٨	١٠٠

N.B. planned budget as of Dec. ٠٦ was: ١٣,١٨٠,١٨٥ US\$. The variance is attributable to the following reasons:

١. There is considerable remaining balance from the already handed-over projects.
٢. Some projects have been approved to extend their contractual period and therefore expenditures are distributed along longer time interval.
٣. Some entrepreneurial projects have been requested to ensure the co-financing from NGOs participating in their projects and therefore actual installments have been really added.
٤. Some universities contributed to the projects additionally in cash rather than only in-kind co-financing. This has caused some savings in the overall expenditures from HEEPF installments.

The analysis of expenditures is demonstrated in Annex (٤).



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٩. ASSUMPTIONS AND RISKS

The main problems that have been encountered through the pervious period include the following:

١. Insufficient HEEPF allocated budget to fulfill the contractual obligations. A letter to the minister of HE to allocate ٧,٥ M L.E. from the local component has been forwarded from the PMU and a follow-up committee has been formed. The probability of the delay or an inadequate fund allocation may affect the credibility of the entire enhancement process in the HE community.
٢. The financial ministerial decree to transfer all bank accounts of all projects to the Central Bank is crucial and has detrimental effect on the progress of HEEPF projects. The consequences of this interference may halt the activities for a considerable period until universities take over the required action. The consequence of such a delay might influence the handing-over schedule.

١٠. STATUS OF PREVIOUSLY AGREED CRITICAL ACTIONS

The status of the previously agreed critical actions from last mission aide memoir is as follows:

Action	Responsibility	Target Date	Status to-Date
Secure funding for an additional round of HEEPF projects	MOHE	Dec. ٣١, ٢٠٠٦	HEEPF prepared a proposal for an additional round. The PMU director forwarded a letter to HE Minister of Higher Education to take the appropriate action.
Complete ١١٠ projects and hand over to HEEPF central unit for final project payments to be made	HEEPF	Mar. ٣١, ٢٠٠٦	The number of hand-over projects is currently ٨٣. This number represents ٥٢% of the overall number of accepted projects for funding. Extra ٢٨ projects are in the Handover Process by the end of March. The progress of handing-over process is thus reasonable



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١١. ACTION PLAN FOR THE NEXT SIX MONTHS (JAN. ١, ٠٦ TO JULY. ٣١, ٠٧)

- Close out an extra ٢٨ projects by the end of March ٢٠٠٧ and ٣٢ projects by the end of July ٢٠٠٧.
- Follow-up sustainability plans of completed projects.
- Disburse funds to on-going projects promptly and without unwarranted delays.
- Monitor and evaluate all on-going HEEPF projects.
- Follow-up of integration and coordination activities carried out among enhancement projects within same institution and among common sectors and fields of specialization.
- Complete the HEEP impact assessment study.
- Continue collecting baseline data, using input, process, output and outcome indicators pertaining to academic programs, faculty, students and institutions in order to identify changes in quality and relevance related to HEEPF projects.
- Finalize the draft of HEEPF second phase (strategic goals, process of implementation, evaluation and impact assessment, and potential sources of funding).
- Prepare for a new cycle in terms of awareness, announcement, training and request for proposal (RFP) in case of endorsing the required fund to complete HEEPF ١st phase.
- Hold HEEPF mid-term conference for evaluating the outputs, outcomes of the previous period. An Arabic booklet with brief description of HEEPF objective, deliverables and achievements will be prepared.
- Provision of HEEPF quarterly progress report (Apr. ٠٧).

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Annex (١): M&E of HEEP Projects

Table ١ Site Visits and meeting with individual project teams

Visit/meeting	Cycle (A)	Cycle (B)	Cycle (C)	Cycle (D)
No. of site visits	٧٥	٦٨	٧٧	٤٦
No. of meetings (coordination, invitations, etc.)	٤٠	٣٥	٣٠	٢٢
Total	١١٥	١٠٣	١٠٧	٦٨

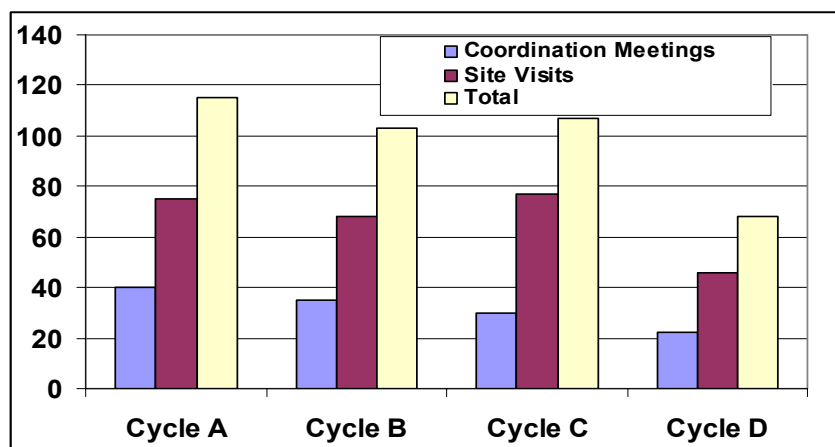


Fig. ١ Number of projects' site visits and coordination meetings for each cycle

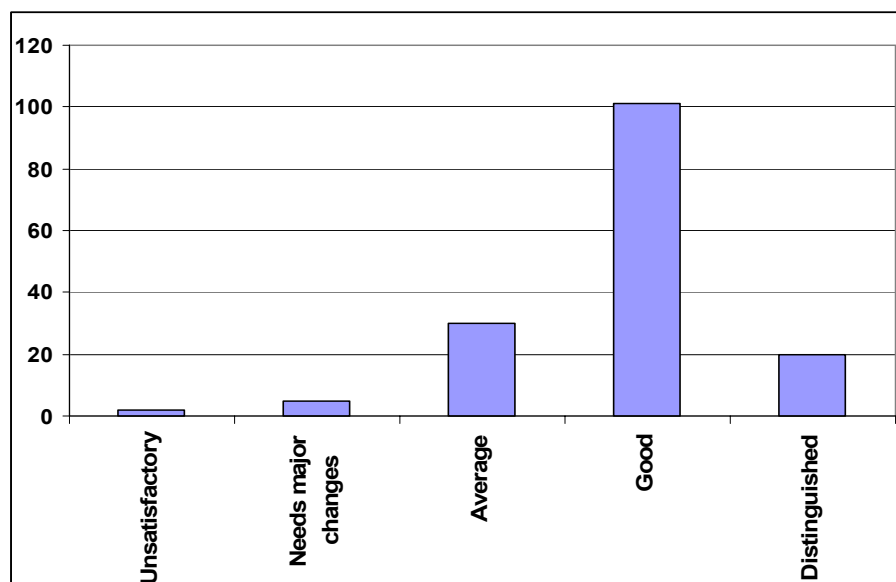


Fig. ٢ Performance appraisal of on-going projects

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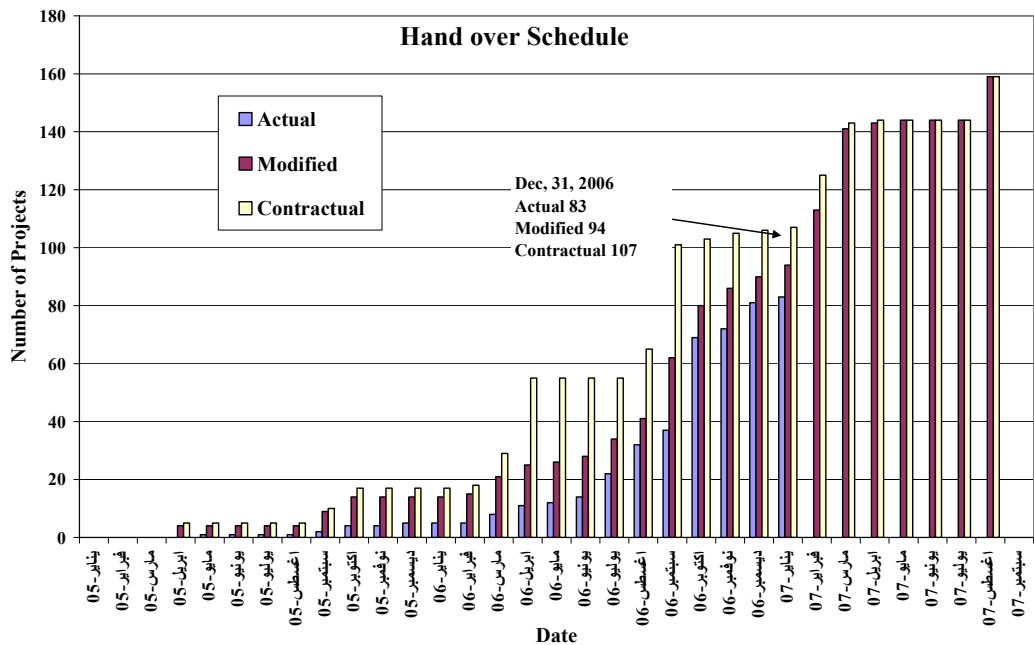


Fig. ٣ Comparison of the number of projects: actual close-out versus the contractual and the modified due to extensions



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Annex (٢): Integration and Coordination

The Integration & Coordination System was initiated, activated and followed up to achieve one of the main goals of the HEEPF, the collaboration between funded projects with similarities within the fields of specialization (Horizontal Integration) and among projects within the same university or educational institution (Vertical Integration). Collaboration between projects aims towards extending the benefits and the positive impact of these projects to a wider audience and broaden the scope of enhancement within HEIs. Collaboration has many targeted objectives to:

- ١- Disseminate awareness of other projects goals, activities and outcome.
- ٢- Effectively transfer knowledge and experience among projects, disciplines and universities.
- ٣- Increase the scope and number of possible beneficiaries.
- ٤- Help strengthen the ties and exchange possible mutual benefits between different projects.
- ٥- Build up bridges of interaction that would ensure better sustainability of the projects after they phase out.

For this purpose, the following activities have been carried out:

- Holding ٦ preparation meetings.
- Conducting ٤ workshops divided into ١ ٤ Sub-groups workshops for ٤ sectors (Science, Agriculture/ veterinary medicine, medical sciences, Engineering).

Follow-up action plans cited in Integration/coordination reports of each group.



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Annex (٣): Impact Assessment Study

A Pilot impact assessment study was carried out by a group of experts and implemented at Zagazig University through support from HEEPF in the form of provision of information and data needed about funded projects. The impact assessment study aimed at achieving the following objectives:

- Carry out an important integral part of HEEPF approved implementation plan.
- Provide a model that could be adopted for impact assessment at a wider scale, i.e. some or all of national enhancement projects.
- Get feedback about HEEPF performance and direct impact achieved at institutional level (university) through an external group of consultants.
- Enable universities to develop their own mechanisms for assessing impacts of enhancement activities (Top-down or Bottom-up).

Outputs/outcomes	Indicators
Contracting	TOR Completed
	Resources Allocation (Human & Material)
Holding ٢ Monitoring and Evaluation Meetings	٢ Monitoring and evaluation meetings are hold
Conducting the ١ st Workshops.	١ st Workshop is hold in Nov., ٢٧, ٢٠٠٦.

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Annex (ξ): Analysis of Expenditures

The following S-Curve, Fig. ξ, illustrates the cumulative expenditure (transfers and actual funded projects' expenditure) as compared to planned cumulative budget. Fig. ρ illustrates the analysis of the expenditures as reported in the projects financial statements.

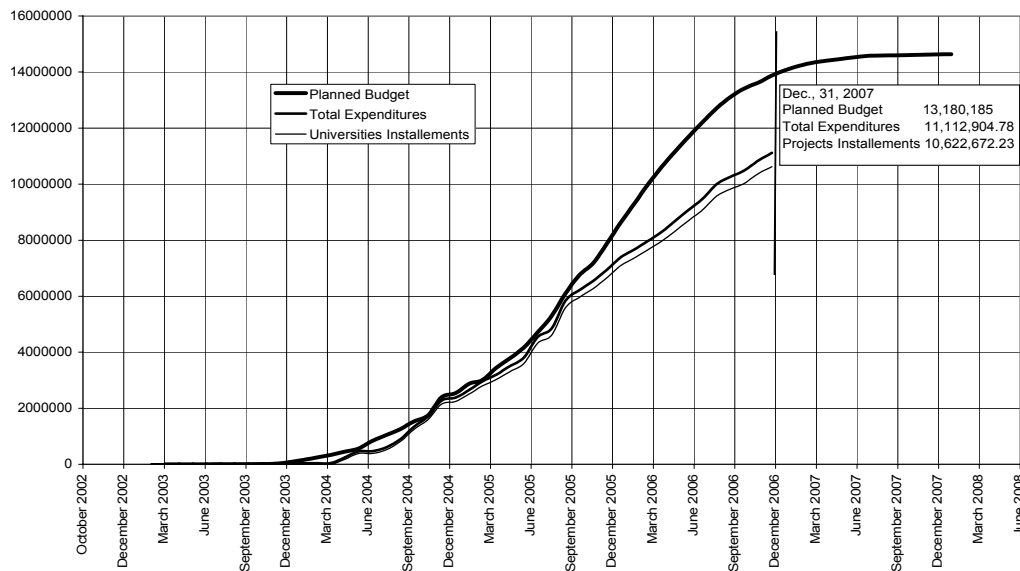


Fig. ξ Progress of HEEPF disbursement with time

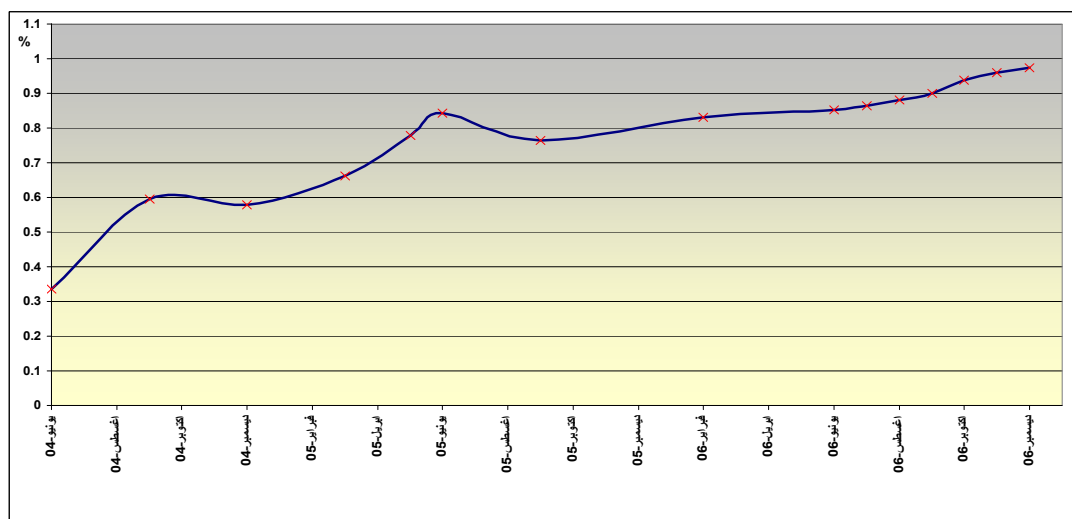


Fig. ρ Ratio of the expenditures to the transferred installments to projects