



**HEEPF**

## **Quarterly Progress Report**

**Executive Summary (September 2006)**

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# Executive Summary

## Quarterly Progress Report (Sept. 06)

### Higher Education Enhancement Project Fund

#### I. 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 4658 EGT, dated April 2002, 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 12,000,000 USD that was increased to 13,000,000 USD.

#### II. 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 H.E. 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.

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

## IV. Analysis of Activities and Deliverables

HEEPF has worked on many activities and the following is a brief analysis for attained outputs & outcomes.

### IV.1. Awareness & Dissemination:

#### Outputs & Outcomes:

- Awareness Workshops.
- Applicants' Guidelines (4 versions).
- Application forms ( Arabic & English 4 Versions) .
- Booklets for HEEPF Cycle Funded Projects' Summaries (First, second, third and fourth cycles).
- Website: [www.heepf.org.eg](http://www.heepf.org.eg). (445 registered users & updating is continuous) [refer to Annex 1].
- Compact disk (guide for applicants).
- Compact disk (Funded Projects' summaries).

### IV.2. Training Activities:

#### Outputs & Outcomes:

- 10 PM workshops : 789 participants
- 6 Financial training : 260 Participants.
- 2 Specialized & Online workshops : 64 Participants.
- Online E-learning training : 42 participants.

### IV.3. Request for Proposals

#### Outputs & Outcomes:

- Submitted project proposals in the first four cycles = 563
- Funded projects in the first four cycles = 158
- Contractual budget for the funded projects = 13.884.096 US\$  
[refer to Fig. 1]
- Involved 17 universities, 5 Technical Colleges and 1 in MOHE.
- Faculties/institutions participating in HEEPF projects = 90
- Newly signed contract for distinguished projects to extend their work = 1

#### IV.4. Monitoring and Evaluation System (M&E)

##### Outputs & Outcomes:

- *Constructing HEEPF IT system including:*
  - *Updated website.*
  - *Electronic documentation system "Jupiter".*
  - *Data Base for HEEPF projects.*
- *Contracting for the Impact assessment study.*
- *Revising M&E guidelines and issuing an updated manual (5<sup>th</sup> edition Aug. 2006).*
- *Academic staff members & university experts directly involved in the implementation of the funded projects =3540*
- *Funded projects' members traveled abroad =63*
- *International experts participated in funded projects activities=51.*
- *Progress Reports that have been reviewed = 787.*
- *Projects' Site Visits = 240.*
- *Meetings with projects management teams = 115.*
- *Changed projects' management team =8*
- *Handed-over projects up to Sept. 30, 06= 69.*
- *Projects with approved extension period (2-9M)=49*
- *HEEPF M&E team attended WB workshops for the "introduction to Education Reform and Evaluation for Egypt" at Mubarak facility 6<sup>th</sup> of October City June 25-29, 06.*

#### V. HEEPF Expenditure

The overall HEEPF expenditure since the beginning of the project till the end of Aug. 2006 is **57,803,856 million LE** which is equivalent to **10,000,667USD**. This represents 77% of the allocated budget for HEEPF. The expenditures are itemized in major categories as follows:

Category	Expenditure US\$	%
- Installment To HEEPF Funded Projects.	9,574,208	95.74
- Consultations ( Monitoring – Training – Peer reviewing )	221,582	2.22
- Administrators ( Non-faculty Staff )	22,110	0.22
- Workshops and Projects Evaluation	114,701	1.15
- Stationary & Utilities & Implementation of activities	64,235	0.63
- Board Meeting Allowances	3,831	0.04
Total	10,000,667	100%

N.B. planned budget as of Sept. 06 was: 12,424,088 US\$. The variance is attributable to the following reasons:

1. There is considerable remaining balance from the already handed-over projects.
2. Some projects have been approved to extend their contractual period and therefore expenditures are distributed along longer time interval.
3. 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.

4. 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.

## VI. Integration & Coordination (I/C) system

### VI.1 Concept and Process

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:

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

In this regard, the following actions have been taken:

- *6 preparation meetings.*
- *14 Sub-groups workshops for 4 sectors (Science, Agriculture/veterinary medicine, Allied medical sciences, Engineering).*
- *4 Faculties representing 4 sectors (Basic Science at Assiut, Agriculture at Alexandria-Shatbi, Kasr El-Eini at Cairo & Engineering at Cairo).*
- *4/4 Specialized workshops (For science at Assiut University, for Agriculture/veterinary medicine at Alexandria University, for medical and health sciences at Cairo University and for Engineering at Cairo University).*

### VI.2 Main Outcomes of workshops

- 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.

- Involvement of Educational Sector Committees in Evaluation and Sustainability of higher education enhancement projects.

### **VI.3 Outputs of I/C activities**

After producing action plans for Integration & coordination of funded projects in HEIs, the following specific actions were taken:

#### **i. Basic Science Sector:**

- Exchange of gained experience and education resources (B-099-P1 , B-097-Q0 , B-051-10 , C-093-Q0 , C-067-I0 , B-048-I0 , B-104-H0 , C-065-I0)
- Exchange of virtual labs experiments (B-099-P1 , B-097-Q0)

#### **ii. Faculty of Science, Assiut University:**

- Preparation of all programs and course specifications, including new ones taking quality assurance requirements in consideration (C-067-I0, B-046-I0 , B-048-I0 , B-051-I0 , C-061-I0 , D-088-I0 , D-090-I0 , MAC/Tempus , QAAP)
- New Faculty Bylaws based on credit hour system (A-082-I0 , B-046-I0 , B-048-I0 , B-051-I0 , C-061-I0 , C-067-I0 , D-088-I0 , D-090-I0)
- Workshops on Credit Hour System (FLDP , Projects representatives)
- Workshops on use of information and communication technology in education (B-051-I0 , A-082-I0 , FLDP)
- Connecting all projects internet web sites (A-082-I0 , B-051-I0 , Projects representatives)
- Workshops for laboratory technicians (C-065-I0 , B-046-I0 , B-048-I0 , B-051-I0 , C-067-I0 , D-095-I0, MAC/Tempus)
- Preparing and publishing e-courses on the University intranet (A-082-I0 , B-048-I0 , C-067-I0 and D-088-I0 C-065-I0 , B-046-I0)
- Curriculum for a new Diploma " Environmental Analytical Chemistry Diploma" (B-048-I0 , C-067-I0)

#### **iii. Agriculture / Veterinary Medicine Sector:**

- Establishing the Egyptian Center for Food Safety and Human Health and providing training (C-069-I0)
- Workshops on using modern diagnostic techniques (D-071-T1)
- Exchange of learning resources (B-87-L0 , D-071-T1) , (C-016-H0 , D-033-L0 , D-043-N0 , C-036-K0)
- Exchange of developed courses (C-016-H0 , D-033-L0 , D-043-N0 , C-036-K0)

#### **iv. Faculty of Agriculture, Alexandria University:**

- Use of Solar Energy Laboratory for faculty students summer training (D-095-H0)
- Weather forecast station "Training and Monthly average weather conditions newsletter" (A-026-H0 , A-095-H0)
- Workshops on QAAP requirements in Programs and Courses Specifications (Projects representatives , QAAP)

- Establishment of E-Learning Unit “Training and course production” (Faculty Council, Projects representatives)
- Establishment of Continuous Education “Training and course production” (Faculty Council, Projects representatives)

#### **v. Medical Sciences Sector**

- Start of procedures for installation of common fiber optics communication network in Faculty of Medicine, Tanta University.
- Preparation for a joint workshop on Infection Control to be held in November 2006 in Tanta University.
- Arrangements for introducing Evidence Based Medicine into Faculty of Medicine, Zagazig University.
- Training of technicians on medical equipments maintenance and repair to be held in Alexandria University.

#### **vi. Faculty of Medicine, Cairo University**

- Start of procedures for installation of common fiber optics communication network within the Faculty of Medicine, Cairo University and targeting at the Learning Recourse Center (LRC).
- Prepare a unified web site for all projects.
- Common purchase and use of equipments (Storage rack, computers, printers) between projects in Faculty of Medicine, Cairo University.

#### **vii. Engineering Sector**

- Exchange of gained educational resources and gained experience and utilization in students graduation projects (A-253-J0 , A-045-J0 , A-085-I0)
- Preparation of Structure and Soil Mechanics developed courses (A-072-K0 , C-044-T0)
- Preparation of Surveying courses (A-069-G0 , A-028-T0 , D-067-T1)

#### **viii. Faculty of Engineering, Cairo University**

- Common communication network and common server purchasing plan for Faculty of Engineering, Cairo University.
- Sharing of Educational Resources and Programs (A-253-J0 , A-045-J0)

#### **ix. Integration/Coordination within the same University**

To encourage initiate a process of Integration & Coordination between funded projects within each university, the University Projects Management Units Directors were invited to the 13th HEEPF Board meeting on 4<sup>th</sup> of May 2006, followed by a letter on the 11<sup>th</sup> of May 2006 to start the integration & integration process within each university.

##### **a. Fayoum University:**

- Utilization of Networks and IT infrastructure (B-113-J1 , ICTP)
- Training on Basics of IT (B-113-J1 , D-146-G1 , ICTP)

##### **b. Zagazig University:**

- Plans for I/C between projects within Zagazig University and specific activities have been effectuated.

##### **c. Assiut and Mansoura Universities:**

- The web sites of all HEEPF projects are compiled in the university website.

**ix. I/C among E-Learning Projects:**

- Actions are taken to gather all projects related to e-Learning in a meeting for experience exchange. This meeting will be arranged collaboratively between HEEPF and ICTP.

## **VII. 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).

The following activities were carried out by the consultancy group:

- Terms of reference
- Resources Allocation (Human & Material)
- Development of tools (preparation, validation & authentication)
- Definition of targeted groups
- Pilot study on different levels of stakeholders.
- Refinement of tools and field implementation.
- Final report.

The study concluded in some major results and recommendations that are to be taken into consideration by HEEPF, uncontrolled interference with other enhancement projects, and limitations and constraints for implementation.

HEEP has placed a tender for implementing same methodology for other enhancement projects (QAAP, FLDP, FOEP...) in one university in a piloting phase. A group from Cairo, Ain Shams and Zagazig Universities have been entrusted by HEEP to carry out this study. HEEPF has entitled HEEPF to sign the contract on its behalf and form a monitoring and evaluation (M&E) team for this contract. The details of approved proposal are given in Annex#2. The task has already commenced by Sept. 14, 06.

## VIII. Response to Aid Memoir

### VIII.1 Issues raised by the WB supervision mission Mar. 1 to 21, 2006

**Issue #1:** Delayed transfer of funds to project recipients.

**Response:** HEEPF expenditure is now more than 10 Million US\$ representing about 80% of the planned disbursement by the end of Sept. 06 which is almost 77% of the overall allocated budget. This is a reasonable indicator that the installments to the projects go without significant delay. This is also reflected through the adequate rate of projects completion at the current date with considerable remaining balance of their budgets. Moreover, analysis of the latest financial reports of the on-going projects demonstrates that the expenditures are nearly 85% of the transferred installments. This means that there is no financial bottlenecking except for projects with late progress reports submittals as the bank transfers should be made according to the reconciliation of the previously transferred budget.

**Issue #2:** The slow completion rate of projects.

**Response:** The number of hand-over projects (up to the end of Sept. 06) is currently 69 compared with 79 targeted projects. This number represents 43% of the overall number of accepted projects for funding. Of course the slow completion rate was remarked in the previous visit of the WB supervision mission due to approval of extending the scope of many projects without extra fund. This principle still exists and may retard the acceleration of projects close out at a certain stage. But afterwards the targeted number of projects hand-over may be approached with higher quality and more deliverables.

**Issue #3:** The question of HEEPF sustainability.

**Response:** Great effort by the minister of higher education is currently devoted to dedicate the sufficient fund from the government to complete the 1<sup>st</sup> phase of enhancement. The targeted financial amount for such an attempt is almost equal to the WB loan itself.

**Issue #4:** The problem that the system does not make distinction between those who perform well and those who do not.

**Response:** The new legislation, which is still under formulation, is supposed to take into account items that encourage staff members to provide more commitment and enthusiasm to pursue their academic career in a more professional manner.

### **VIII.2 Achievements in the Action Plan (July – December 06):**

According to the WB Aide Memoir, It has been agreed that HEEPF will:

- **Close at least 100% of first round projects and 50% of second round projects by December 2006.**

The progress rate of projects close out is approaching the scheduled plan. The number of handed-over projects up to the end of Sept 06 is 69 which is higher than those expected by HEEPF for successful completion (55 projects) and slightly lower than the 79 targeted projects.

Although the number of projects to be completed by the end of Dec. 06 is 93, ***HEEPF expectation is to only close out 80 projects with successful completion by that date.*** This number may be changed upon the approval of particular projects extension with acceptable justifications.

- **Disburse funds to on-going projects promptly and without unwarranted delays (on going).**

The cash flow to the on-going projects is transferred upon submitting the progress report and the financial transfer is made directly after the reconciliation of the previously transferred budget. Delayed submission of the progress reports leads, of course, to delay the transfer of fund. Usually overestimation of the required fund by some projects managers causes considerable remaining balance and consequently new installments are not made until the project spends more than 75% of the previously transferred funds. Such a policy proved to control the estimation by the projects managers of the required budget, to limit the delay in submitting the progress reports and avoid any accumulation of incorrect implementation procedures.

- **Monitor and evaluate all on-going HEEPF projects.**

Additional features for the HEEPF M&E system have come into effect. These include the follow up of the sustainability plans of the handed-over projects besides templates for the final report in order to unify the schematic presentation of the projects entities. A revised HEEPF M&E guidelines manual has been issued since Aug. 31, 06.

- **Develop a plan and begin to collect baseline data, using input, process, output and outcome indicators pertaining to academic programs, faculty, students and institutions by June 30, 2006, in order to identify any change in quality and relevance once HEEPF projects begin to be implemented and present preliminary results during the next supervision mission.**

HEEPF has put emphasis on measuring the changes that has taken place through implementing the 158 funded projects. The following table demonstrates a comparison of the performance components (activities, output, outcome,

impact) stated in HEEPF appraisal documents versus what has actually been accomplished. Performance indicators are given along with the measures and actions that are still needed or under processing in order to quantify particular items.

	Proposed	Achieved	Indicators, measures and actions
Activities	-5 RFPs  -176 Projects	-4 RFPs  -158 Projects	-Awareness in 17 universities & TC. -Training of 1155 on Project management, financial issues and e-learning. -563 proposals have been submitted. -90/270 faculty/institution witnessed implementation of HEEPF projects. -Dissemination through 5 booklets, brochure, and web site <a href="http://www.heepf.org.eg">http://www.heepf.org.eg</a> .
Output	20-40 new program	37 new program	-New Programs =10 -Specialized Centers =27
	150-200 upgraded program	170 upgraded program/system	-Curriculum/course/program development and miscellaneous items =95 -Simulation/Virtual Labs =6 -New Teaching Techniques/ Methodologies =24 -Reform of H. E. System =13 -Information Technology =16 -Knowledge Resources =5 -Quality Assurance=8 -Management =3
	50-100 industry collaboration	36 cooperation protocols.	Protocols have been effectuated.
Outcome	Total # of degree programs offered increase by x% & at x-time students in HEEPF assisted programs have grades 10%	To be verified by university/TC, SCU, HEEPF statistics and analysis	-Electronic Data base for the reference datum (baseline) of HEEPF projects is under development. -Contract for the Impact Assessment study for the entire HEEP has already been signed (Sept. 14, 05).

	above average students		
Impact	Graduates from HEEP assisted programs have higher starting salaries, more job offers, and shorter waits for 1 <sup>st</sup> employment (by 8-10% increment)	To be verified through Tracer Survey of graduate employment patterns	-Data are being collected for the new programs upon their completion and get the data of the alumni.

- **Prepare a blueprint for a second phase HEEP (strategic goals, process of implementation, evaluation and impact assessment, and potential sources of funding) by October 2006.**

A proposal has been submitted to the PMU board (meeting # 69 dated Sept.6, 06) for formulating the draft of HEEP second phase. The suggested process includes three stages:

- ✓ **Stage 1:** Brain storming workshops (2 workshops/week) through Nov. 06. The participants are the HEEP projects managers, chairmen of the national committees and experts in the field of higher education enhancement. The deliverable of this phase is the first draft of HEEP 2<sup>nd</sup> phase.
- ✓ **Stage 2:** Evaluation of the first draft will be carried out through a workshop by the middle of Dec. 06. More than 300 participants representing the stakeholders of the higher education system will be invited. The objective of this stage is to finalize the comments and amendments related to the proposal. The deliverable of this phase is the final draft of HEEP 2<sup>nd</sup> phase.
- ✓ **Stage 3:** Approval of the final draft by a committee to be formed by the minister of higher education. The anticipated date to get the approval is within one month after the end of stage 2.

Through the previous six months, a meeting with the president of Fayoum University (the supervisor of HEEP project from the SCU), HEEP national committee, selective HEEP consultants, and the UPMU managers has been held. Ideas were discussed through the meeting and viewpoints from 5 universities (Minia, Cairo, Assiut, Zagazig and Fayoum) were collected. The vision of the 2<sup>nd</sup> phase included some focal points and concentrated on enhancing the following components:

- **Knowledge:** *Leading the knowledge society in knowledge production, dissemination and application*
- **Excellence and Competition:** *Fostering quality, efficiency and relevance in higher education and research*
- **Leading Development:** *Defining and creating new dimensions for development and improving economic and social growth*
- **Creativity and Innovation:** *Establishing centers of scientific and technological excellence in higher education and research institutions*

The priorities elaborated in the suggestions for the 2<sup>nd</sup> phase included:

- Reform of the higher education system and develop new map for university and higher education
- Enhance study programs and curricula.
- Develop new admission mechanisms to tertiary education.
- Promote open and distant learning.
- Restructure scientific departments.
- Develop graduate studies.
- Develop scientific research, systems, and mechanisms.
- Promote linkages with business and industry.
- Establish alumni center for higher education institutions.
- Promote international cooperation.
- Enhance cultural, ethical and sportive activities.
- Develop programs for gifted and talented education.
- Establish centers of excellence in higher education.
- Develop and diversify funding resources.
- Establish national qualifications framework.
- Strengthen the cooperation, collaboration and integration among 1<sup>st</sup> phase projects and generalize the benefit to institutions of other universities.
- Encourage pilot enhancement of an entire department/institution.

## **IX. Action Plan for the Next Six Months (Oct. 1, 06 to Mar. 31, 07)**

- Close out an extra 48 projects by the end of Mar. 07.
- Follow-up sustainability plans of completed projects.
- Disburse funds to on-going projects promptly and without unwarranted delays.
- Monitor and evaluate all on-going HEEP projects.
- Follow-up of integration and coordination activities carried out among enhancement projects within same institution and among common sectors and fields of specialization.
- Follow-up 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 5) in case of endorsing the required fund to complete HEEPF 1<sup>st</sup> 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 (March 07) and semi-annual report (June 07).