



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



**ARAB REPUBLIC OF EGYPT**  
**HIGHER EDUCATION ENHANCEMENT PROJECT (HEEP)**  
**2002-2007**

Loan No. 4658 EGT



**EXECUTIVE SUMMARY OF HEEP PROGRESS REPORT**  
**FROM 1 OCTOBER 2006 - 31 MARCH 2007**

Prepared by : **HEEP M&E Team**

Revised by : **Dr. Mohsen Elmahdy Said**  
Executive Director  
Projects Management Unit  
Ministry of Higher Education  
Email: saidme@frcu.eun.eg

**Date:** April, 2007.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



---

**TABLE OF CONTENTS**

<b>INTRODUCTION</b>	<b>3</b>
<b>SUMMARY OF OVERALL PROGRESS FOR THE HEEP PROJECTS</b>	<b>3</b>
<b>PROCUREMENT REPORT</b>	<b>10</b>
<b>FINANCIAL REPORT</b>	<b>11</b>
<b>STATUS OF PREVIOUSLY AGREED CRITICAL ACTIONS</b>	<b>14</b>
<b>PROPOSED NEXT STEPS</b>	<b>22</b>
<b>ISSUES TO BE DISCUSSED DURING THE NEXT SUPERVISION MISSION</b>	<b>24</b>



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



## INTRODUCTION

The following is a brief account on each of the HEEP projects indicating the progress of each project, the issues of concern and the recommendations made by the PMU to facilitate making the necessary agreements on the next steps for the coming six months.

A summary of the procurement and the financial status, status of the previously agreed critical actions, projects proposed next steps, and issues needed to be discussed with the supervision mission is also included. Further details can be found in the detailed HEEP progress report.

## SUMMARY OF OVERALL PROGRESS FOR THE HEEP PROJECTS

### ETCP

**Progress:** The new Bylaw, decentralizing the governance of the TCs, was released by a ministerial decree in October 2006.

- The 3 construction contracts were awarded for the construction of Institutes in Damietta & Zagazig (Mahalla TC) and Shubra (Mataria TC) in December 2006.
- The procurement procedure for the laboratory instrumentations and the workshops equipments in the 3 pilot TCs was continued throughout this period. 65% of the computer labs, specialized labs, and workshops have been equipped to serve the developed curriculum. 39 out of 128 (30.5%) lab/workshop have been equipped. Moreover, all specialized labs (123 labs) have been equipped.
- The new curricula for 3<sup>rd</sup> term in the industrial & hotel and tourism were implemented. The authorization of books to follow the new curricula was carried out jointly by university staff and TC selected Staff.
- A new curriculum for 6 departments (168 courses) for the Shubra Industrial institute (Chemical) in Mataria TC were developed by a consortium of institute's teachers, university professors and experts from relative industries. The curriculum is to be reviewed and revised through a process similar to that followed for the previously developed curriculum.
- Two new departments were initiated in the hotel and tourism institute of Mataria TC. These new departments came through the cooperation of the ETCP, the BOT of the TC, the management of the TC and a private chain of fast food restaurants in the form of a 5 year-contract. It includes paid internship periods linking the training to the market need and it is anticipated that graduates who will have their training certified by the chamber of the industry, will be employed in the fast food business.
- In order to raise the capacity of the TCs management and administrative staff, 267 senior management staff had leadership training and 661 administrative staff had management skills training. As for the teaching staff, 1,953 teaching staff had ICDL, English, and specialized training. Also, 114 newly appointed teachers had educational training. Moreover, 126 technicians had special training to be lab technicians.
- The BOT of the mataria TC signed a twinning agreement with the technical university of Berlin and the first project will be the twining of the Institutes for Optics.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



**Issues:** The project suffers from accumulated delays in getting the equipments for the labs and workshops of the 3 pilot TCs. This causes a delay of the complete implementation of the reform program and hence the measurable impact on the graduate profile

- The shortage of qualified teaching staff is still present and was not overcome by hiring of the new teaching staff due to the weak attraction rate.
- The shortage in qualified administrative and supporting staff to fit with the new structure can certainly affect the current activities as well as the performance of the new TCs governance.
- ETCP expenditures at the end of March 2007 are 43.52% of its allocated budget and it is committed by 49.68% of its budget.

**Recommendations:** Closer monitoring for the construction and lab equipment activities is required to take place.

- Hiring new teaching staff and training them to fill in the gap of the qualified teaching staff.
- More training is needed to the administrative and supporting staff to have the qualified caliber that fit with the new structure of the TCs.

#### **FLDP**

**Progress:** The implementation of the FLDP sub-project is progressing well. To date, 6,478 workshops for faculty have been conducted, reaching 150,060 workshop trainees (of which some attended several workshops). Four cycles of training were completed. To ensure sustainability, all public universities contribute 50% of the cost of the ongoing round while the FLDP covers 50%. In the fifth round, the universities will increase their share to 75%, while the FLDP will decrease its share to 25%. In the sixth and final round financed under the project, the universities will cover 100%. Disbursement has reached US\$4.36 million (as of September 2006).

- One e-learning program has been developed (management skills). This program will be presented to the Egyptian universities for evaluation before announcing it. The new plans of FLDP include designing more courses as e-learning and using video streaming to reach additional participants.
- Decentralizing FLDP training programs has already begun. Every university is setting its programs according to its needs and the capacity of its training center.
- FLDP conducted a central workshop for supervisors. 39 participants from different Egyptian universities attended this workshop. As a result the number of training administrators and supervisors will be increased and monitoring of the FLDP will be strengthened.
- The FLDP is now seeking quality training. First, it reformed the training matrix based on needs assessment. Second, it revised and developed new training materials for 2 TOT courses (TOT-1 and TOT-2). Third, it set standards and is preparing 3 manuals and documentation for the project activities: trainer's manual, training material manual and training centers manual. Fourth, it focused on increasing the number of qualified trainers, administrators, and supervisors as well as raising the skills of the trainers to advanced professional level. Finally, it is now seeking international certification to the project and the trainers as it contacted with the IBCT Centre (International Board of



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



Certified trainers) and negotiations are in progress with the Prep Masters training centre in the USA.

**Issues:** An Impact Assessment of the FLDP has not yet been conducted, as per the agreements of the March supervision. Since FLDP is the sub-project that covers the largest domain of the project, a solid impact assessment of its impact is a necessity.

**Recommendations:** FLDP Management can use the outputs of the impact assessment pilot study which is now undertaken and start measuring the impact of FLDP activities.

### FOEP

**Progress:** FOEP completed its activities by August 2006. The implementation of the project went on a multi-track basis, in order to achieve its multiple developmental targets in the given time limit;

- **Creating a scientific environment for development:** FOEP developed and authorized the new vision, mission, and strategic objectives for the FOEs which determine their role, and studying the status quo of these faculties. The FOEP coordinated with the ICTP to develop the infrastructure for the FOEs and training of the academic staff and employees. FOEP is now monitoring the use of the labs provided by the project for sustainability reasons.
- **Reforming teacher preparation system:** this included reforming both integral and sequential systems. Implementation included studying international trends and standards for teachers' preparation, developing Egyptian standards, defining curricula, developing systems admission, pre-employment training, internships, and post-graduate studies.
- **Adopting a self-reform approach for faculties:** FOEP funded 54 projects on a competitive basis to develop the curricula for the FOEs, develop new graduate and undergraduate courses, and transform courses into electronic format. 24 out of the 26 Faculties of Education (92%) engaged in approval process for joining the reform efforts; 11 faculties have already begun adopting the new bylaws and curriculum reform. 16 faculties finished developing their bylaws and curriculum 4 of them is now applying the new curricula. 1300 new graduate and 1300 new undergraduate courses has been developed, and 152 courses has been transformed into electronic format.
- **Enhancing professional development of teaching staff and assistants:** training needs were identified and a framework for training material was set; first phase (September 2005-January 2006 then February-August 2006) was implemented. Diverse training courses were designed to cover teaching methods, technology, English language, and educational research. The FOEP conducted a number of workshops to train the staff members and discussing the results of applying the new curricula on the academic community. The project also cooperated with the FLDP project to provide training courses to the FOEs.
- **Improving infrastructure quality of the faculties of education:** the needs of education faculties were identified, procurement procedures were taken, and the faculties were provided with 320 educational, specialized, and technological labs necessary for enhancement.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



- **Ensuring quality performance:** this theme represents an area of cooperation with the QAAP, to disseminate the culture of quality, and establish internal systems for maintaining quality. 19 faculties representing 75% the faculties of education in Egypt established their internal quality system and established QA units. The FOEP in coordination with the QAAP monitors the progress of the QA projects in the faculties of education.
  - **Associating project activities to public schools and other enhancement projects:** this was implemented through preparing trainers for schools from the professors and assistants of faculties of education, providing training courses, and developing special education.
- Issues:** Measuring the impact of the self-reform projects on improving learning outcomes in the faculties of education have not taken place in academic year 2006-2007 as most of the outcomes will not show later.

**Recommendations:** FOEP Management can use the outputs of the impact assessment pilot study which is now undertaken and start measuring the impact of the project on the learning outcomes in the faculties of education.

#### **HEEPF**

**Progress:** Improvements have been made in the monitoring and disbursement mechanisms of HEEPF that have positively affected the completion rate of funded projects. Approximately 117 of the 158 funded projects (i.e. 74%) were completed versus 69 projects (i.e. 44%) as of September 2006), with the remaining 41 projects to be completed by December 31, 2007. Total expenditures have reached \$11,877,058 million to date, representing 91% of the \$13 million total budget allocated for this sub-project.

- An integration and coordination system was initiated under HEEPF to encourage greater collaboration among projects of similar fields of specialization (horizontal integration) and among projects within the same university (vertical integration). Integration efforts have resulted in broadening dissemination of awareness of other projects' goals and outcomes, transfer of knowledge and experience among projects, increase in the number of beneficiaries, strengthening the ties and exchange of benefits among projects and building up bridges of interaction and attempting to achieve sustainability.
- HEEPF Mid-term conference is held at Al-Azhar conference center on March 20, 2007 in order to disseminate the outputs and outcomes of the project to the community as well as the Al-Azhar community.
- HEEPF is now seeking a way to fund an additional round of funded projects with collaboration with the MOHE.
- The HEEPF IT system is activated (i.e. website, data base, and accounting system). Evaluation of the website is carried out and updates are continuously made. The website is continuously updated and evaluated. Refinement of the data base system is under execution. The accounting system is updated to incorporate graphical presentation of the data.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



- Different approaches for Quality Control namely is applied: Self assessment using "Common Assessment Framework, CaF" according to Total quality management rules, evaluation by projects and stakeholders, evaluation by universities, also the Association of Egyptian American Scholars (AEAS) evaluated the HEEPF performance and the associated funded projects as an external evaluator and submitted evaluation report. External IT consultants also evaluated the website.
- New publications was published and distributed to the community in Al-Azhar conference [Evaluation of HEEPF Phase I and Future Prospectives-Phase I Documentation (in Arabic), HEEPF Performance Appraisal by Egyptian Universities - 4 Parts (in Arabic), HEEPF Specialized Booklet Series - 9 Parts (in Arabic), Summaries of the HEEPF Funded Projects (in English/Arabic), and HEEPF Brochures (1 in Arabic and 2 in English)]
- The HEEPF is continuously monitoring the sustainability of the funded projects.

**Issues:** HEEPF disbursed amounts after the end of the first quarter 2007 are \$11,877,058 and the total committed amounts until the end of the project are around \$14.85 Million, which exceeds the allocated budget for the project of \$13 Million by about \$1.85 Million. Contingency plans made by HEEPF Management are expected to cover about \$0.85 Million from savings out of the projects implemented in universities under the four cycles, leaving about one Million \$ in excess of the allocated budget that require extra funding.

- The handover of a number of projects may be delayed after 31 July 2007 due to uncontrollable reasons caused by the transfer of the projects' bank account to the Egyptian Central Bank.

**Recommendations:** There are two main sources of funding to cover the excess amount of \$0.9 Million committed by HEEPF beyond the allocated budget, namely; from surplus funds remaining from the rest of the HEEP projects, and/or from local funds, in the event that the other HEEP projects will spend all their allocated budgets or their surplus amount is less than the amount needed.

- HEEPF Management will have more relaxed time to monitor projects after they are formally handed over during the extension of HEEP implementation period by one year till the end of 2008.

### ICTP

**Progress:** The ICTP includes activities for an electronic university network, a digital library, e-learning, ICT training and a Management Information System (MIS) for higher education. Progress has been made in all areas of the ICTP. Regarding the MIS, ICTP has completed building MIS/DSS in the Supreme Council of Universities (SCU). Also, all the procurement activities for providing MIS to the targeted faculties have been completed and a contract has been signed with the contractor for equipping the targeted MIS units.

- Infrastructure activities are progressing satisfactorily; these include: (i) the physical enhancement of the Egyptian Universities Network (EUN); (ii) the universities' sub-projects for enhancing their internal information network (17 projects); and (iii) the



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



central project of the unified information network for universities and scientific research centers. A protocol has been signed between the MCIT and MOHE to finance the development of the unified information network.

- The digital library project is progressing well, with 55,000 journals, abstracts and made available through on-line subscription. The number of downloads at the end of September 2006 was 600,000. That number has climbed to 869,720 for full text download and 669,876 for research download as of March 31, 2007.
- The e-learning project is also progressing satisfactorily. The national e-learning center has been established. A total of 12 courses were converted into electronic format by the end of September 2006. That number has climbed to 17 courses as of March 31 2007.
- ICT training is moving forward satisfactorily and in full coordination with the HEEP Faculty Leadership Development Project (FLDP). The ICT training centers in the Egyptian universities have been established. To date, the number of staff members trained to use ICT has reached over 40,000 trainees from all Egyptian universities.

**Issues:** There is a delay in achieving a number of ICTP activities such as: (i) achieving EUN infrastructure, and (ii), identifying the MIS requirements for all universities, (iii) procurement procedures for equipping MIS units in all universities, (iv) transformation of the subscribed journals and databases to SCU account, and (v) executing the 2<sup>nd</sup> stage of ICT training due to the delay of installments caused by the transformation of the financial accounts to the Central Bank of Egypt (CBE).

- Total ICTP disbursed and committed amounts reached \$11.17 Million i.e. exceeded its allocated budget (\$10.5 Million) by 6.34%. ICTP Management confirmed that the excess amount will be covered of the savings expected out of the sub-projects under ICTP and that there will be no need for extra funding.

**Recommendations:** Conducting meetings with the university presidents and the implementation teams of the ICTP projects in the Egyptian universities in order to identify and resolve any problems facing these projects and encouraging the Egyptian universities to speed up the ICTP activities.

- ICTP monitoring teams carry out site visits to monitor the ICTP activities in the Egyptian universities.
- Closer coordination between the ICTP Management and the Supreme Council of Universities (SCU) to obtain their full and timely support.
- Contingency plans need to be in place by the ICTP Management to ensure that all ICTP commitments will be covered from savings made by the completed sub-projects.

#### QAAP

- **Progress:** 15 universities out of the 17 universities (88%) completed their strategic plans. The strategic plans for 5 universities were reviewed and evaluated by external evaluator. (Results).
- The development of 7 National Academic Standards NARS has been completed for the following sectors: nursing, agriculture, engineering, veterinary medicine, basic



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



science, pharmacy, and home economics. The development of NARS for physical education, arts & literature, and medicine is still in process.

- Currently, 36 faculties finished the preparation for external audits (Development Engagements), of which 4 were very close to accreditation. This is impressive progress in improving the quality of services in these Higher Education Institutions.
- On-going development engagement visits, site visits, running workshops and monitoring NQAAA projects on quality assurance has taken place.
- The NQAAA was established by a Presidential Decree (June 2006) and by-laws prepared and endorsed by Shura Council and people's Assembly in December 2006. It is currently pending the issuing of the presidential Decree appointing the President, and the 3 Vice President for political reasons.
- Organizing a national conference on Quality Assurance and Accreditation: Pathway to the future (January 2007). About 1000 participants attended this conference. In the conference the development of the Egyptian code of practice for student assessment have been introduced and discussed with the participants. The success stories of QA implementation in various Egyptian universities have also been presented.
- A large number of awareness campaigns and workshops have been conducted in the quality assurance units in the Egyptian universities to raise the QA awareness among the academic community.
- 146 QAAP projects have been contracted for self-study. 48 out of the 146 (33%) QAAP projects have been completed by the end of March 2007 and 36 (75%) of which have completed its Developmental Engagement and 12 are currently in the process.

**Issues:** Lack of funds to support the action plan addressing the weakness appeared in the DEs reports.

- Resistance from the Sector committees leading to a delay in accomplishment of NARS
- There is a delay in payment of installments from local funds 25%.
- The budget of QAAP will not be sufficient to finance a 4<sup>th</sup> cycle of projects which will lead to delays in the implementation of many QA projects of faculties not taking part.
- The current faculty projects may not be able to finish as previously planned in the project proposals because of the Academic periods of stagnation such as examination periods. This will lead to a delay in accomplishing targeted objectives.
- Sustainability of the projects is at risk due to the lack of institutionalization of the system in some faculties and universities and the dependency of the financial incentives received by the faculty members from projects.
- The QA centers are not all financially supported by the universities for sustainability.
- Faculty members are expecting major changes in the Higher Education system as a result of implementing the QAA Project as well as an increase in their income and facilities, which is not guaranteed, and therefore sustainability of the system is questionable.
- QAAP will finance 30% of FOEP projects upon completing their projects, and that was not planned before as part of the QAAP implementation plan.
- QAAP expenditures at the end of March 2007 are \$2.76 Million representing 46% of its allocated \$6.0 Million budget, and it is committed by about \$2.57 Million (42.83%) of its budget.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



**Recommendations:** conducting more awareness workshops among the academic staff and the sector committees to increase the awareness and information about QAAP objectives, outputs, and outcomes to the higher education academic community. This will decrease the resistance to the application of the project.

- The delay in payment of installments from local funds will be fully resolved after establishing an official financial unit at the PMU to administer both local as well as loan funds. However, delays of transfer of funds from the Investment Bank, together with getting funding approvals from the MOP may continue to cause some delays in payment. Accordingly the PMU will make every effort to avoid such delays in the future.
- Three issues needs to be discussed between the HEEP Directors concerning the QAAP lack of funding: (i) the QAAP lack of funding to complete the DEs (ii) the QAAP budget will not be sufficient to finance the 4<sup>th</sup> cycle projects and (iii) QAAP financing of 30% of the FOEP projects upon completion of their projects.
- Monitoring and evaluation from QAAP team is needed to provide technical support for QAAP projects in order to enable them finish on the targeted dates.
- The issue of sustainability of QA projects in the Egyptian universities needs to be institutionalized. It is recommended that this issue be brought to the attention of the SCU to reach an agreement on how best to sustain this project and to determine the roles of concerned players (MOHE, QAAP, H.E. Institutions top Management, etc.)

#### **PROCUREMENT REPORT**

The PMU have made procurements to the ETCP, ICTP, and the PMU. Procurements for ETCP project include construction works for Sohag, Zagazig, and Damietta TCs; software, and surveying lab. Procurements for ICTP project includes UPS, networks for Kafr El-Sheikh, Sohag, and Tanta. Procurements for PMU include computers, printers, stationaries, and furnitures.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



## FINANCIAL REPORT

Financial Expenditure (From 1 October 2006 - Till 31 March 2007)  
IBRD LOAN NO. 4658 – EGT

Ser.	Category	Previous Expenditure	Expenditure during this Period	Cumulative Expenditure
1	Civil Works	589,911.78	750,526.19	1,340,437.97
2	Goods	1,478,768.21	3,482,046.43	4,960,814.64
3	Consultant's Services and Training	8,048,633.90	1,808,941.84	9,857,575.74
4	HEEPF	10,265,008.81	1,612,049.34	11,877,058.15
5	Operating Costs	644,739.22	205,282.77	850,021.99
	<b>Total</b>	<b>21,036,061.92</b>	<b>7,830,026.57</b>	<b>28,866,088.49</b>

Local Expenditures (From 1 October 2006 - Till 31 March 2007)

Project	Previous Expenditure	Expenditure during this Period	Cumulative Expenditure
HEEPF	2,460.54	1,814.49	4,275.03
ICTP	50,386.55	1,733.90	52,120.45
FLDP	25,820.08	3,044.85	28,864.93
ETCP	419,213.83	854,705.55	1,273,919.38
QAAP	14,151.02	6,270.55	20,421.57
PMU	193,709.63	34,690.13	228,399.76
SPU	0.00	2,233.05	2,233.05
M&E	0.00	0.00	0.00
<b>Total (Million \$)</b>	<b>705,741.65</b>	<b>904,492.52</b>	<b>1,610,234.17</b>



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



**Financial Status of HEEP Projects (Till 31 March 2007)**  
**IBRD LOAN NO. 4658 – EGT**

Project	Budget		Disbursed Amounts		Pending Payments		Committed Amounts		Total*	
	Million \$	%	Million \$	%	Million \$	%	Million \$	%	Million \$	%
HEEPF	13.00	26.00 %	11.88	91.38 %	0.005	0.04 %	2.82	21.69 %	14.71	113.12 %
ICTP	10.50	21.00 %	3.68	35.05 %	0.006	0.06 %	7.48	71.24 %	11.17	106.34 %
FLDP	6.00	12.00 %	4.26	71.00 %	0.006	0.10 %	0.78	13.00 %	5.05	84.10 %
ETCP	12.50	25.00 %	5.44	43.52 %	0.009	0.07 %	6.21	49.68 %	11.66	93.27 %
QAAP	6.00	12.00 %	2.76	46.00 %	0.003	0.05 %	2.57	42.83 %	05.33	88.88 %
PMU	1.50	3.00 %	0.85	56.67 %	0.050	3.33 %	0.00	0.00 %	0.90	60.00 %
SPU			0.02							
M&E			0.01							
Front end fees	0.50								00.50	
<b>Total (Million \$)</b>	<b>50.00</b>	<b>100.00 %</b>	<b>28.90</b>	<b>57.80 %</b>	<b>0.080</b>	<b>0.16 %</b>	<b>20.88</b>	<b>41.76 %</b>	<b>50.33</b>	<b>100.66 %</b>
<b>Initial Deposit</b>									<b>04.00</b>	
<b>Total including initial deposit</b>	<b>50.00</b>	<b>100.00 %</b>	<b>28.90</b>	<b>57.80 %</b>	<b>0.080</b>	<b>0.16 %</b>	<b>20.88</b>	<b>41.76 %</b>	<b>54.33</b>	<b>108.66 %</b>

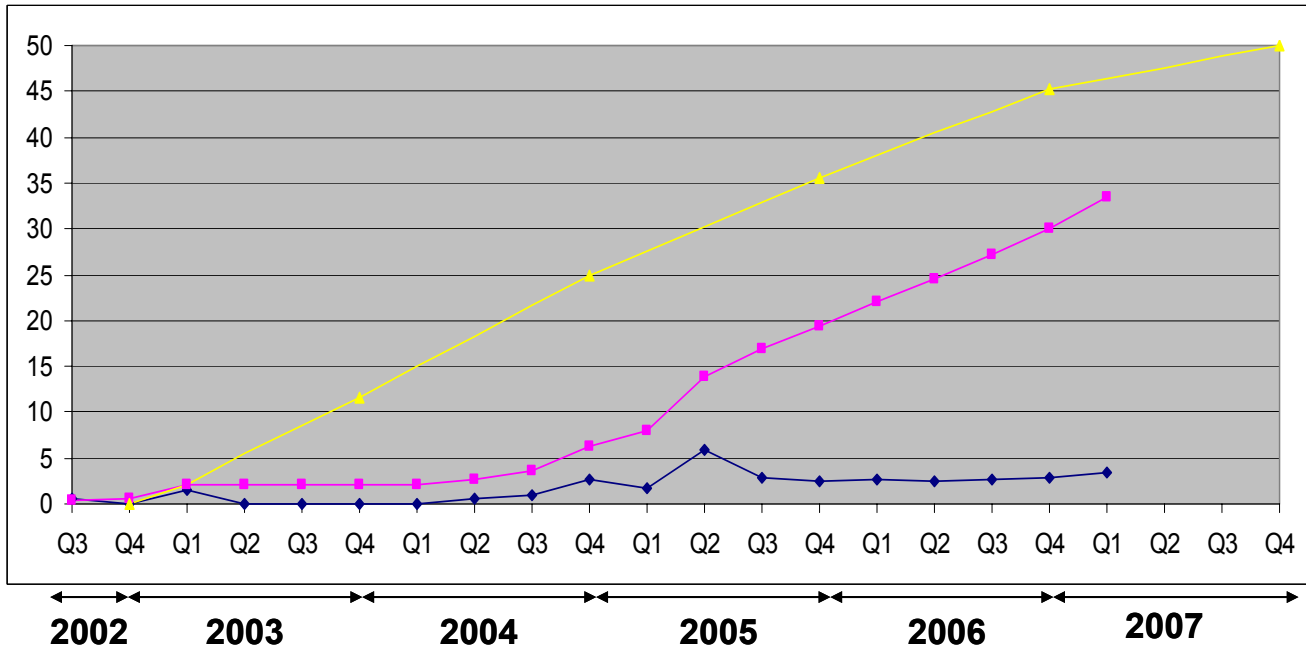
\* Projects commitments will be covered from savings from other projects or other financial resources.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



HEEP QUARTERLY & CUMULATIVE EXPENDITURES  
(JULY 2002 – MARCH 2007)  
IBRD LOAN NO. 4658 - EGT



**Issues:** The delay in payment of installments from local funds will be fully resolved after establishing an official financial unit at the PMU to administer both local as well as loan funds. However, delays of transfer of funds from the Investment Bank, together with getting funding approvals from the MOP may continue to cause some delays in payment.

**Recommendations:** The PMU will make every effort to avoid such delays in the future.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



**STATUS OF PREVIOUSLY AGREED CRITICAL ACTIONS**

**Critical Actions**

#	Action	Responsibility	Due Date	Status
1	Provide comments to the MOHE on draft legislative framework	WB	Dec 31, 2006	Not received.
2	Propose options to MOHE for the provision of support in the area of university financing and governance	WB	Dec 31, 2006	Not received.
3	Finalize NQAAA bylaws	MOHE	Dec 31, 2006	All procedures from MOHE have been finalized before 31 Dec. 2006 and endorsed by Shura Council and People's Assembly. It is currently pending the issuing of the Presidential Decree appointing the President, and the 3 Vice Presidents (postponed for political reasons).
4	Discuss with the Ministry of Finance the possibility of including a policy note on funding formulas for universities as part of the ongoing Public Expenditure Review exercise	MOHE	Dec 31, 2006	There is an ongoing study by the MOHE to establish the basis for funding formula on a pilot basis taking several HEIs into consideration. This study will be ready by the next supervision mission. As soon as the study is terminated, discussions with the Ministry of Finance will be initiated.
5	Send comments received from universities and colleges (expected in Jan 2007) on the draft legislative framework for the new legislation governing higher education to the World Bank	PMU Director	Feb 15, 2007	All amounts made by universities have been sent directly to the MOHE through its website or in writing directly to the Minister office. All comments have been collected, discussed, analyzed, and taken into consideration by the MOHE when preparing the 3 <sup>rd</sup> draft for the legislation currently under preparation. The timeframe for releasing the new draft depend on political issues.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



### ETCP

#	Action	Responsibility	Due Date	Status
1	Construction contracts for Mehhala & Matareya TCs signed	ETCP/PMU	Dec 31, 2006	Contracts were signed on 24 December 2006 and sites were received by awarded contractors in 10 January 2007.
2	Approve Technical College Board of Trustees bylaws	ETCP/PMU	Mar 1, 2007	Bylaw was passed on 18 October 2006.
3	Deliver more than 50% of the workshop equipment to the technical colleges	ETCP	Mar 1, 2007	39 Labs/workshops out of 128 are operational.
4	Share international experiences with regards to the development of post-secondary education	WB	Mar 1, 2007	Not implemented. <i>A study tour to Colombia was cancelled.</i>

### FLDP

#	Action	Responsibility	Due Date	Status
1	Review and restructure training evaluation forms with a greater focus on content validity	FLDP	Dec 31, 2006	A great change has been made in the training evaluation forms, specific questions has been added to the forms. The trainee is being evaluated by the trainer; the trainees are being tested by the trainers.
2	Conduct a needs assessment for training to determine new programs needed for enhancing faculty performance	FLDP	Jan 31, 2007	6 field visits have been conducted in the following universities (Cairo, Ain Shams, Helwan, Zagazig, Minia and Benha). Trainers and trainees questionnaires have been analyzed. A new Matrix was the output of the new needs assessment; this new matrix will be implemented by the beginning of the Sixth Cycle.
3	Plan an impact evaluation of FLDP activities in coordination with the M&E Coordinator to be conducted in September 2007	FLDP	Jan 31, 2007	
4	Use the findings of the end of training evaluation analysis for enhancing quality of the programs	FLDP	Mar 31, 2007	Integration between the trainers quality, trainees willing, Supervisors rules is being processed. A trainer's manual has



**Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project**



	provided			been finished and in print. Training Manual and standards for the training centre are in progress. All these issues have been taken to enhance the training process quality.
5	Design more e-learning courses and use them through video streaming	FLDP	Mar 31, 2007	

**FOEP**

#	Action	Responsibility	Due Date	Status
1	Submit FOEP disbursement plan to the World Bank	PMU and FOEP Directors/ Financial Unit	Oct 31, 2006	Completed.
2	Hold workshop to evaluate FOEP	PMU FOEP Director	Nov 30, 2006	Completed.

**HEEPF**

#	Action	Responsibility	Due Date	Status
1	Secure funding for an additional round of HEEPF projects	MOHE	Dec. 31, 2006	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.
2	Complete 110 projects and hand over to HEEPF central unit for final project payments to be made	HEEPF	Mar. 31, 2006	The number of hand-over projects is currently 117. This number represents 74% of the overall number of accepted projects for funding. The progress of handing-over process is thus reasonable



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



**ICTP**

#	Action	Responsibility	Due Date	Status
1	Establish an e-learning center in every university	ICTP	Dec 1, 2006	Completed: contracts are signed with 17 universities in Feb. 2007
2	Sign agreements for library automation with all universities	ICTP	Dec 1, 2006	Completed: contracts are signed with 14 universities in Feb. 2007
3	Sign MIS contract	ICTP	Dec 31, 2006	Contract is signed between ICTP and the consultant firm (Information Company) in March 2007.
4	Conduct a review to determine whether it is sufficient that the Directors of University ICTP Centers act as Chief Information Officers with the explicit governing structures	ICTP	Dec 31, 2006	A memo is presented to the members of the SCU to select CIO from each university, however they decided to postpone this issue.
5	Establish VC facilities in all universities	ICTP	Mar 1, 2007	ICTP budget is not enough to fund this activity, MOHE negotiated with MCIT to buy the required equipment for the video conference and streaming network Initial approval from MCIT is obtained, and new cooperation protocol between MOHE and MCIT will be signed during April 2007.
6	Complete infrastructure works in at least half of the universities	ICTP	Mar 1, 2007	Until now 8 universities completed their IS projects (Assuit, Minia, Ains Hams, South Valley). ICTP is currently planning monitoring visits to these universities to finalize their projects



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



**QAAP**

#	Action*	Responsibility	Due Date	Status
1	Carry out workshops on student assessment and peer reviewing	QAAP	Dec 31, 2006	Completed
2	Complete 7 National Academic and Reference Standards (NARS) in Nursing, Veterinary medicine, Engineering, pharmacy, Agriculture, Science, and Home economics	QAAP	Dec 31, 2006	Engineering still in progress (8 programs completed out of 15 programs)
3	Disseminate good practice of development engagement	QAAP	Jan 15, 2007	Completed
4	Develop methodology for an external assessment of QA centers procedures.	QAPP	Feb 28, 2007	Completed.
5	Complete an internal audit review	QAPP	Feb 28, 2007	Internal audit report is about to be submitted in June 2007
6	Organize a national conference on quality assurance	QAAP	Feb 28, 2007	Completed
7	Monitor and evaluate 50% of QAAP projects	QAAP	Feb 28, 2007	Completed
8	Finance 2 quality assurance strategic plans and 2 Quality Assurance Centers	QAAP	Mar 10, 2007	Completed: 2 strategic plans and 2 centers for Kafr Elsheikh university and Sohag university was signed in April 2007
9	Undertake 16 development engagement faculty site visits	QAAP	Mar 10, 2007	Completed



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



**M&E**

#	Action	Responsibility	Due Date	Status
1	Develop TORS for M&E structure (roles and responsibilities)	M&E Coordinator	Oct 31, 2006	Completed.
2	Develop TORS for M&E Coordinator	M&E Coordinator	Oct 31, 2006	Completed.
3	Examine the Impact Evaluation Proposal provided in the HEEP Aide Memoire of March 2006 and use it as a guide for determining the impact evaluation design per sub-project	HEEP Impact Evaluation Team	Oct 31, 2006	Completed
4	Submit an M&E budget to ensure good products will be established	M&E Coordinator	Nov 30, 2006	Completed.
5	Review and finalize final format of annual report to World Bank	PMU Director	Nov 30, 2006	Completed
6	Revise specific TORs for global impact evaluation and discuss with sub-project directors	Impact Evaluation Consultants	Nov 30, 2006	Completed
7	Prepare budget, implementation plan and procurement plan for evaluations	M&E Coordinator	Nov 30, 2006	Completed
8	Develop an action plan to improve M&E procedures for each sub-project	M&E Coordinator	Dec 15, 2006	Completed.
9	Organize a workshop to validate designs for impact assessments for Project directors and monitoring and evaluation teams and impact evaluation specialists	M&E Coordinator	Dec 15, 2006	Completed
10	Conduct review of each sub-project's M&E procedures	M&E Coordinator	Dec 31, 2006	This item has been changed to provide M&E support to each sub-project. Ongoing.
11	Prepare documentation for M&E systems	M&E Coordinator with sub-project directors	Dec 31, 2006	In progress. M&E template for HEEP progress report has been designed. M&E guidelines and Manual is now ongoing.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



#	Action	Responsibility	Due Date	Status
12	Reinforce indicators (outcome, output, input, trend analysis)	M&E Coordinator with sub-project directors	Dec 31, 2006	Completed.
13	Revise and complete sub-project annual report	M&E Coordinator with sub-project directors	Dec 31, 2006	Completed.
14	Identify sub-projects that will have a rigorous impact evaluation	HEEP Impact Evaluation Team	Dec 31, 2006	In progress.
15	Establish sector performance indicators and a dynamic monitoring system to help ensure the sustainability of project gains and the continuation of reforms	MOHE Strategic Planning Unit	Mar 10, 2007	In progress. M&E team prepared a development report for the HEEP projects based on Arab League Educational, Cultural, and Scientific Organization (ALECSO) developmental indicators.

### Procurement

#	Action	Responsibility	Due Date	Status
1	Conduct a review of UPMUs capacity for possible certification in procurement	WB	Dec 31, 2006	<ul style="list-style-type: none"><li>- Evaluation criteria has been established and shared with the Egyptian universities.</li><li>- The PMU conducted site visits to UPMUs in collaboration with WB officer.</li><li>- Comments were sent the Egyptian universities to follow the AM evaluation criteria</li></ul>



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



**Financial Management**

#	Action	Responsibility	Due Date	Status
1	Submit to the World Bank Procurement and FM Specialists a comprehensive procurement report for FMR Package, including actual vs. planned figures	PMU Procurement Officer	Oct 31, 2006	Completed
2	Inform World Bank of final decision regarding PMU's request to switch back to using the Central Bank of Egypt for project accounts	MOHE & MOIC	Oct 31, 2006	In progress
3	Inform World Bank of final decision on the PMU's request to use the new financing parameters for the HEEP	MOHE & MOIC	Oct 31, 2006	The MOHE has approached the Ministry of Foreign Affairs many times but no feedback has been received.
4	Submit a comprehensive physical progress report and narrative summary of quarterly progress to World Bank to be incorporated into FMR Package	PMU Director/ Sub-project Directors	Oct 31, 2006	The December FMR has been sent the WB.
5	Sign purchase contract for accounting software	PMU	Oct 31, 2006	The contract for purchasing the accounting software has been signed.
6	Update and revise the FM Operational Manual (per recommendations in Annex 4)	PMU Finance Officer	Oct 31, 2006	Completed and sent to the WB on October 2006.
7	Decide whether an additional accountant for the PMU Finance Department should be hired	PMU Director	Nov 30, 2006	An accountant is already hired but he resigned on March 2007. We are now in the process of hiring another accountant.
8	Inform the World Bank of the MOHE's decision on the possibility of opening a government contribution account	PMU Director	Dec 31, 2006	On March 19 <sup>th</sup> 2007 the Ministry of Finance has opened an account for the local component and the coordination with the Ministry of Finance is going on regarding this issue
9	Install accounting software	PMU	Dec 31, 2006	In progress and expected to be finished after 3-4 Months.
10	Complete the entry of existing data into new accounting software so FM software is fully operational	PMU Finance Officer	Mar 10, 2007	In progress and expected to be finished after 3-4 Months.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



### **PROPOSED NEXT STEPS**

The following are the prospect steps for the next six months for different HEEP projects.

#### **ETCP**

- Establishing a centre of excellence in the Optics Institute of Mataria TC.
- Establishing MIS for Pilot TCs
- The Labs and workshops of the 3 pilot TCs are fully Equipped.
- 510 newly appointed teachers will have educational program and start working
- Completion of Training for Targeted numbers of staff
- 700 theoretical teachers will have English training.
- 213 practical teachers will have specialized training.
- Establishing the Certified Training Centers in the institutes of the 3 pilot TCs
- Benchmarking the Curriculum of the TCs against international standards
- Introducing the concepts of quality to the educational services of the 3 Pilot TCs

#### **FLDP**

- Professionally developed and approved manuals
- Doping new training matrix
- Highly Qualified and internationally certified trainers
- Preparing multimedia training materials
- Establishing modern and Internationally certified national training center
- Doping standard packages for top management training
- Developing strategic planning skills of university leaders
- Raising the skills of the trainers to advanced professional level
- Sustainability of raising Awareness in the other universities

#### **HEEPF**

- Close out the rest of the projects by the end of July 2007.
- 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 5) in case of endorsing the required fund to complete HEEPF 1st phase.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



- Commence activities within Al-Azhar University to provide sufficient dissemination and increase awareness about competitive mechanism and build capacities to prepare appropriate projects proposals.
- Provision of HEEPF quarterly progress report (July 07).

### ICTP

- Following up the progress of the infrastructure projects in all universities
- Completing the action plan of enhancing the infrastructure of the EUN project.
- Meeting with MCIT representative to prepare for a new cooperation protocol with MoHE to fund some activities related to the ICT such as the video conference and streaming conference and improving internal networks inside the faculties.
- Conducting technical evaluation of MIS/DSS quotations
- Contracting with Consultant for MIS/DSS project.
- Completion of Data Entry Centre
- Complete training Courses
- Implementing of the developed Systems
- Conducting awareness workshops for target users including students and faculty staff on how to teach and learn through E-learning environment
- Creating a set of templates to be used by universities centers during the process of E-learning development. This includes templates for instructional designs, templates for E-learning management system, templates for E-course generators, templates for E-learning evaluation and assessment, and guide book/manuals for designers/developers of E-learning systems and courses
- Training team members at universities centers including training on instructional designs, programming, web design, course programming, course evaluation, managing e-learning projects, team work, monitoring and evaluation, marketing E-courses, etc.
- Providing cognitive and technical support to team works at universities centers as well as to end users. This is meant to be achieved by establishing a support system both online and face to face to accommodate the needs of target audience such as students, instructors, faculty staff in addition to developers and instructional designer across universities centers
- Signing the contract for establishing the EULC unit.
- Renewing the subscription of the Digital Library.
- Developing the future library system.
- Writing proposal & executive plan for automating the university library.
- Writing proposal & executive plan for building a national DB for theses and dissertations.
- Complete the 2nd phase of the ICT training inside the universities
- Equipping the training labs in some universities
- Installing and deploying of the electronic test centre.



Arab Republic Of Egypt  
Ministry Of Higher Education  
Higher Education Enhancement Project



## QAAP

- Conducting 3 basic peer reviewers' workshops, 3 advanced peer reviewers workshops, 1 chair reviewers workshop, 2 NARS workshops, 2 operational workshops, 1 facilitator's workshops and 1 action plan workshop.
- Following up the 13 QA centers and providing support to the delayed centers.
- Approving new projects for the new universities: Kafr El Sheikh, Sohag and Fayoum
- Conducting 12 DE site visits till June 2007
- Monitoring and evaluating the QAA projects (1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> cycles)
- Attending regional & international conferences and keep on collaboration with regional and international bodies
- Developing NARS for more sectors (3 in process).
- Implementation of the internal auditing framework and accomplishment of the Internal Audit report.
- Reviewing, editing action plans of faculties which finished their DEs according to peer reviewers' reports.
- Reviewing, editing and publishing the second edition of QAAP handbook.

## ISSUES TO BE DISCUSSED DURING THE NEXT SUPERVISION MISSION

The following areas are addressed for future attention and should be discussed during the next supervision mission.

- Reforming of Higher Education Law and Bylaws.
- The need to extend the FLDP project till the end of 2008 in order to complete
- The FLDP Impact assessment.
- How can we link the FLDP project (National center with an internationally recognized one like Harvard Institute of Education Training).
- Implementation of universities' strategic plans for quality assurance according to their action plans.
- Sustainability of QA centers and units.
- Sustainability of the FLDC.
- Sustainability of the centers established by the ICTP.
- University and faculty accreditation system.
- Cooperation and integration between HEEP project and community.