



Higher Education Enhancement Project  
Part Three: HEEPF  
Survey of beneficiaries` and executives` views

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Table of Contents:

Introduction	٣
Methodology	٣
Results	٦
Project success in achieving the desired objectives and results achieved	٦
The most benefited groups	١٢
Experience Assessment	١٤
Continuity and sustainability	١٥
Conclusion	١٨

## **1- Introduction:**

This report is the third part of HEEP impact study, aims at studying the impact of HEEPF by asking both the organizers and the beneficiaries about some selected projects that were implemented.

This report begins with the methodology used in the study implementation, represented in questionnaire design, sample selection, then presentation and analysis of study results, and ends by a conclusion with the most important suggestions.

## **2- Methodology:**

The beneficiaries were divided into two groups:

First group: Are the projects` organizers, care was taken as possible to meet the projects` manager.

Second group: beneficiaries of projects implementation.

Therefore, two questionnaires were designed one for each group.

### **Questionnaire:**

The questionnaire starts by identifying the beneficiaries, then asking about the achieved outcomes from the implemented project, as well as the extent of benefit for different beneficiary groups. Then the questionnaire includes some statements to measure the success of HEEPF administration in enabling a competitive environment among the staff members. Also, it contains some questions aims to identify the projects` ability for future continuity after the ending of finance period. Then other questions were asked about the most important obstacles and suggestions for enhancing such projects.

### **Sample Design:**

A number of 15 projects were chosen as a sample representing the 158 implemented projects. The following have been considered:

- Projects` size depending on the amount of finance: projects were classified accordingly into 3 groups.
- Geographic distribution: the study was applied on 4 different universities which are Cairo, Ain Shams, Mansoura and Asuit.
- Representation of both theoretical and applied faculties: The chosen projects were among differentiated faculties which are, Medicine, Engineering, Veterinary Medicine and Nursing representing applied faculties. As well as faculties of Commerce, Arts, Archeology and Law representing theoretical faculties.

- Various types of projects: different patterns of projects were considered within the sample choice such as, provision of new courses, curriculum development, simulation models, centers of excellence, the development of teaching methods, Etc...

Care was taken as possible to meet each project's manager, as well as one or more of the persons who are responsible for implementation or management. As for beneficiaries, a number from 10 to 25 were targeted depending on the nature of each project.

The following table shows the implemented projects according to the University and specialization and the classification of each project.

**Table (1): The projects covered by the study according to the University, specialization and classification**

Serial	project code	university	faculty	first classification	second classification	project name
1	A-080-I0	Assuit	Commerce	capacity building	capacity building	Establishment of training center for graduates
2	B-047-I0	Assuit	Medicine	capacity building	capacity building	Assiut University center for Endoscopic Surgery Training
3	A-085-I0	Assuit	Engineering	new program	curriculum/ course development	Development of Mechatronics Courses for undergraduate Program (DMCUP)
4	C-087-G0	Ain Shams	Law	information technology	virtual lab	Micro – electronic training court
5	A-045-J0	Cairo	Engineering	curriculum/ course development	new teaching technique	Modernization of post-graduate courses in FECU (MPGC)
6	A-070-J0	Cairo	Medicine	information technology	virtual lab	Construction of Virtual Reality Models for Teaching Anatomy of Upper Limb
7	A-062-J0	Cairo	Medicine	center of excellency	Knowledge resource	Digital X-ray Library Diagnostic Radiology Department
8	D-168-J0	Cairo	Medicine	new program	curriculum/ course development	Comprehensive multidisciplinary infection control course for medical, dentistry and nursing students "CoMuInCoCoMeDeNu"
9	A-107-J0	Cairo	Medicine	information technology	new teaching technique	Use of IT and Clinical Skills training to enhance the learning Environment (ITCST)
10	D-025-J0	Cairo	Archaeology	curriculum/ course development	capacity building	Development of Course of for improvement of Students' skill and the Workers in monuments field for Verifying Authenticity of oil paintings and protecting them from stealing. K T L Z
11	A-056-J0	Cairo	Agriculture	new program	curriculum/ course development	Improvement of the agricultural B. Sc. Biotechnology program
12	B-087-L0	Mansoura	Veterinary Medicine	curriculum/ course development	new teaching technique	"Enhancing Veterinary Infectious Diseases Education and Training in Egypt: Internet Based, CD-ROM Course Resources"
13	C-023-L0	Mansoura	Nursing	capacity building	new teaching technique	Strengthening the Clinical Teaching Skills of the Faculty of Nursing Members
14	D-035-L0	Mansoura	Arts		curriculum/ course development	Integrated development and modernization of programs and academic courses in geographic sector in Mansoura University and bring them to global standards (IDMPACGS)
15	B-091-L0	Mansoura	Engineering	center of excellency	curriculum/ course development	Use of Centrifuges as educational Tools and Base for virtual Laboratories in Civil Engineering

28 Executives were interviewed, including 8 projects managers and 264 beneficiaries. Regarding the beneficiaries of the two projects within Faculty of Engineering and Agriculture – Cairo University, only one questionnaire was applied due to lack of time and coordination, and only two questionnaires were applied on the beneficiaries from anatomy teaching project within Faculty of Medicine – Cairo University (A-070-J0).

### **3- Results:**

Results are compiled for each project covered by the study according to the nature of the achieved results, and the extent of benefit for different groups, the experience assessment and implementation mechanisms, and the degree of sustainability and continuity. This is followed by presenting the most important suggestions.

- Project success in achieving the desired objectives and results achieved.
- The most benefited groups.
- Experience Assessment.
- Continuity and sustainability.
- Conclusion.

The following part will present all project`s results covered by the study.

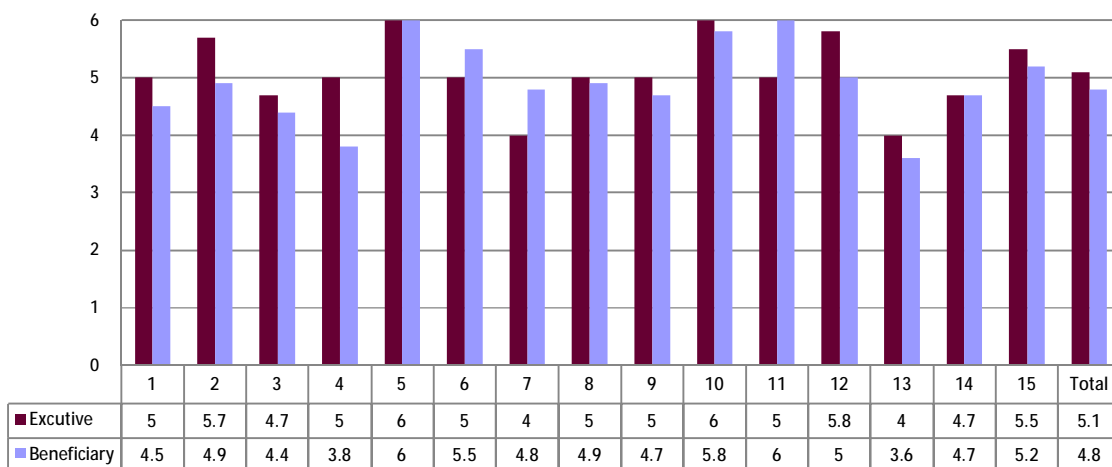
#### **Project success in achieving the required objectives:**

The following table & figure show the average evaluation by projects` executives concerning the extent of desired objectives achievement, compared with beneficiaries view concerning the average benefit achieved. For almost all projects, the desired goals were achieved to a great extend and that was ensured by high benefit achieved for the beneficiaries (no significant differences among executives and beneficiaries answers  $p = 0.239$ ). However, both executives & beneficiaries views showed a relatively lower success within Faculty of Nursing- Mansoura University. Moreover, beneficiaries in Faculty of Law –Ain Shams University, gained less benefit from the electronic training court, compared with the executives` view.

**Table (2): The extent of desired objectives achievement (average evaluation by projects` executives)**  
**Average benefit achieved (beneficiaries view)**  
**Scale from 1 to 6**

Serial	University/Faculty	Project Code	Project Name	The extent of desired objectives achievement (average evaluation by projects` executives)	Average benefit achieved (beneficiaries view)	
				Average	Average	Answers
1	Asuit/Commerce	A-080-I0	Gaduates training center	5.0	4.5	٣٠
2	Asuit/Medicine	B-047-I0	Endoscopic Surgery Training	5.7	4.9	٣٠
3	Asuit/Engineering	A-085-I0	Mechatronics Courses	4.7	4.4	٢٠
4	Ain Shams/Law	C-087-G0	Micro – electronic training court	5.0	3.8	١٥
5	Cairo/ Engineering	A-045-J0	post-graduate courses in FECU	6.0	٦	١
6	Cairo/ Medicine	A-070-J0	Virtual Reality Models for Teaching Anatomy	5.0	5.5	٢
7	Cairo/ Medicine	A-062-J0	Digital X-ray Library Department	4.0	4.8	١٣
8	Cairo/ Medicine	D-168-J0	Infection course for dentisterie and nursing	5.0	4.9	١٥
9	Cairo/ Medicine	A-107-J0	IT and Clinical Skills training	5.0	4.7	٢٨
10	Cairo/ Archaeology	D-025-J0	Improvement skill for Verifying Authenticity of oil paintings	6.0	5.8	٣١
11	Cairo/ Agriculture	A-056-J0	Improvement B. Sc. Biotechnology program	5.0	٦	١
12	Mansoura/ Veterinary Medicine	B-087-L0	"Enhancing Veterinary Infectious Diseases E-learning "	5.8	5.0	٣٣
13	Mansoura/Nursing	C-023-L0	Strengthening the Clinical Teaching Skills	4.0	3.6	١٧
14	Mansoura/ Arts	D-035-L0	Modernization of academic courses in geographic sector	4.7	4.7	١٠
15	Mansoura/Engineering	B-091-L0	virtual Laboratories in Civil Engineering	5.5	5.2	١٨
<b>Total Projects</b>				<b>5.1</b>	<b>4.8</b>	<b>٢٦٤</b>

Figure (1): The extent of desired objectives achievement (average evaluation by projects` executives)  
 Average benefit achieved (beneficiaries view)  
 Scale from 1 to 6



The following table shows some achieved results mentioned by projects` executives. It appears that paper publication in scientific journal was a result achieved within 10 projects in the sample (from a total of 15 projects). Moreover all projects succeeded in developing curriculum, while e-learning course has been prepared within 8 projects. There was a reference to equipment or machinery purchase within 13 projects, as well as cooperation and coordination with staff members, from outside the Supreme Council of Universities, among 6 projects. 13 projects have made training on preparing project proposal, compared with 8 projects have applied the training for management methods and the preparation of financial statements.

Table (3): Some achieved results according to executives view

Serial	University /Faculty	Project Code	Project Name	Publication in scientific journal	Circlim development	e-learning course preparation	equipment or machinery purchase	cooperation with staff members, from outside the Supreme Council of Universities	training on preparing project proposal	Training to upgrade managerial capabilities	Training on preparation of financial statements
1	Asuit/Commerce	A-080-I0	Graduates training center	√	√		√	√			√
2	Asuit/Medicine	B-047-I0	Endoscopic Surgery Training	√	√	√	√	√	√	√	√
3	Asuit/Engineering	A-085-I0	Mechatronics Courses		√	√	√		√	√	√
4	Ain Shams/L	C-087-G0	Micro – electronic training court		√	√	√		√		√
5	Cairo/ Engineering	A-045-J0	post-graduate courses in FECU		√	√	√		√		
6	Cairo/ Medicine	A-070-J0	Virtual Reality Models for Teaching Anatomy	√	√		√		√	√	√
7	Cairo/ Medicine	A-062-J0	Digital X-ray Library Department		√				√		
8	Cairo/ Medicine	D-168-J0	Infection course for dentisterie and nursing		√				√		
9	Cairo/ Medicine	A-107-J0	IT and Clinical Skills training	√	√				√	√	√
10	Cairo/ Archaeology	D-025-J0	Improvement skill for Verifying Authenticity of oil paintings	√	√		√	√	√	√	√
11	Cairo/ Agriculture	A-056-J0	Improvement B. Sc. Biotechnology program	√	√	√	√	√			
12	Mansoura/ Veterinary Medicine	B-087-L0	"Enhancing Veterinary Infectious Diseases E-learning "	√	√	√	√	√	√	√	√
13	Mansoura/Nursing	C-023-L0	Strengthening the Clinical Teaching Skills	√	√		√	√	√	√	
14	Mansoura/ Arts	D-035-L0	Modernization of academic courses in geographic sector	√	√	√	√		√		
15	Mansoura/Engineering	B-091-L0	virtual Laboratories in Civil Engineering	√	√	√	√		√	√	
<b>Total Projects</b>				10	10	8	13	6	13	8	8

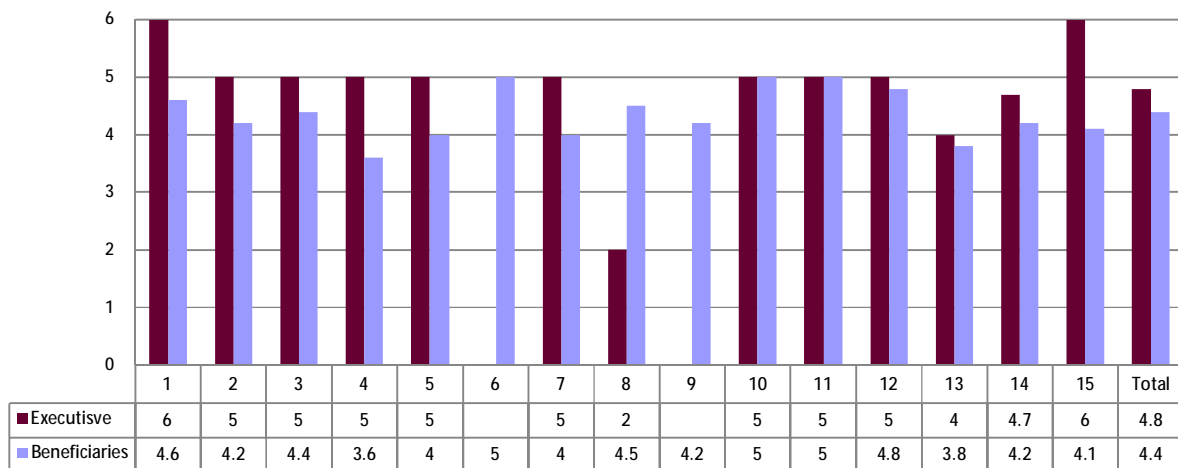
Table (4): The average assessment of results achievement by beneficiaries regarding their participation in one of the various projects  
Scale from 1 to 6

Serial	University/ Faculty	Project code	Project name	Developing students` & graduates` capabilities to match job market requirements		Raise students` & researchers` satisfaction from the learning environment		Raise students` & researchers` creativity		Surrounding Community service		Job opportunity From Beneficiaries` point of view	Number of beneficiaries` answers
				Executive	Beneficiary	Executive	Beneficiary	Executive	Beneficiary	Executive	Beneficiary		
١	Asuit/Commerce	A-080-I0	Gaduates training center	٦	4.6			٤	4.5	٦	4.4	4.4	٣٠
٢	Asuit/Medicine	B-047-I0	Endoscopic Surgery Training	٥	4.2	٦	5.0	٤	4.6	٥.٧	4.5	5.0	٣٠
٣	Asuit/Engineering	A-085-I0	Mechatronics Courses	٥	4.4	٥	4.9	٢.٥	3.1	٤	4.6	4.3	٢٠
٤	Ain Shams/Law	C-087-G0	Micro – electronic training court	٥	3.6	٤	3.5		3.0	٥	3.0	2.4	١٥
٥	Cairo/ Engineering	A-045-J0	post-graduate courses in FECU	٥	4.0	٥	5.0	٦	4.0	٥		4.0	١
٦	Cairo/ Medicine	A-070-J0	Virtual Reality Models for Teaching		5.0		5.0		5.0		5.0		٢
٧	Cairo/ Medicine	A-062-J0	Digital X-ray Library Department	٥	4.0		3.7		5.0				١٣
٨	Cairo/ Medicine	D-168-J0	Infection course for dentisterie and nursing	٢	4.5	٤	5.8	٥	5.2		5.5		١٥
٩	Cairo/ Medicine	A-107-J0	IT and Clinical Skills training		4.2	٤	4.7		4.3		4.3	1.9	٢٨
١٠	Cairo/ Archaeology	D-025-J0	Improvement skill for Verifying Authenticity	٥	5.0	٥	5.2	٤	4.3	٥	5.1	3.5	٣١
١١	Cairo/ Agriculture	A-056-J0	Improvement B. Sc. Biotechnology	٥	5.0	٥	5.0	٤		٤	3.0		١
١٢	Mansoura/ Veterinary Medicine	B-087-L0	" Veterinary Infectious Diseases E-learning "	٥	4.8	٤.٧	4.9	٣	4.7	٤.٣	4.4	3.9	٣٣
١٣	Mansoura/Nursing	C-023-L0	Strengthening the Clinical Teaching	٤	3.8	٤	3.5	٤	3.1	٥	3.0	2.9	١٧
١٤	Mansoura/ Arts	D-035-L0	Modernization of academic courses in	٤.٧	4.2	٤.٣	3.7	٤.٧	3.8	٤	3.7	2.3	١٠
١٥	Mansoura/Engineering	B-091-L0	virtual Laboratory in Civil Engineering	٦	4.1	٤.٥	4.1	٥	4.0	٥	3.5	3.8	١٨
<b>Total projects</b>				<b>٤.٨</b>	<b>4.4</b>	<b>٤.٦</b>	<b>4.5</b>	<b>٤.١</b>	<b>4.1</b>	<b>٤.٨</b>	<b>4.3</b>	<b>3.4</b>	<b>٢٦٤</b>

The previous table shows the beneficiaries` average assessment of some results achievement concerning their participation in one of the various projects, this is regarding developing students` & graduates` capabilities to match job market requirements in order to increase their recruitment chance, Raise students` & researchers` satisfaction from the learning environment, Raise students` & researchers` creativity and providing service for the surrounding Community. The findings showed an agreement between both executives` & beneficiaries` assessment up on these results achievement.

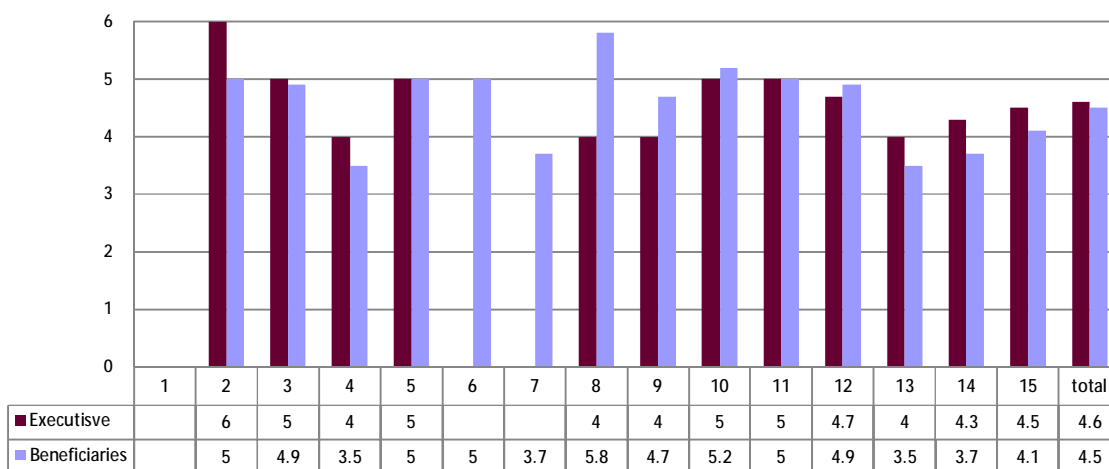
The following figure illustrates the average assessment by beneficiaries & executives for achieving the "development and enhancement of students` skills & capabilities to match the labor market requirements", this result was achieved to a great extent within most projects. Man witney test showed no significant differences in answers among both groups ( $\rho = 0.059$ ).

Figure (2): **Projects` success in developing students` & graduates` capabilities to match labor market requirements** (average assessment by beneficiaries & executives)  
Scale from 1 to 6



The following figure shows the average assessment by beneficiaries & executives for project success in raising the students` & researchers` satisfaction from the learning environment. This result was achieved to a great extent within most projects.

Figure (3): project success in raising the students` & researchers` satisfaction from the learning environment (average assessment by beneficiaries & executives)  
Scale from 1 to 6



### The most benefited groups:

The following table ranks the beneficiaries groups from executives and beneficiaries point of views. It is clear that a large proportion of projects (9 projects out of a total of 15) consider the students at the first rank in terms of priority targeting. While staff members, assistants, graduates and post graduate students come at the second place.

Table (5): Beneficiary groups ranking  
(Average ranking- beneficiaries & executives point of views)

No	University/ Faculty	Project Code	Project Name	Staff members		Faculty/univ ersity students		Graduates		Post graduate students		Teaching assistants		Business		Faculty's surrounding community	
				Executive	Beneficiary	Executive	Beneficiary	Executive	Beneficiary	Executive	Beneficiary	Executive	Beneficiary	Executive	Beneficiary	Executive	Beneficiary
١	Asuit/Co mmerce	A-080-10	Gaduates training center	5		3	2	1	١	4	3	4		٦	2	٦	4
٢	Asuit/Me dicine	B-047-10	Endoscopic Surgery Training	4	2	3	3	1	2	1	1	3	3				
٣	Asuit/Eng ineering	A-085-10	Mechatronics Courses	1	1	2	2	3				4	3	6		6	4
٤	Ain Shams/La w	C-087-G0	Micro – electronic training court	2	3	1	٢	1	4	3	4	1	4	2	5		5
٥	Cairo/ Engineeri ng	A-045-J0	post-graduate courses in FECU	4		3	2	2		1	1	2	4				3
٦	Cairo/ Medicine	A-070-J0	Virtual Reality Models for Teaching Anatomy			1	1	2			2						
٧	Cairo/ Medicine	A-062-J0	Digital X-ray Library Department		2	3	3		3	2	3	1	3				
٨	Cairo/ Medicine	D-168-J0	Infection course for dentisterie and nursing	1	3	3	2	2	2	5	2	4	4				
٩	Cairo/ Medicine	A-107-J0	IT and Clinical Skills training		2	1	2	2	3	3	3	4	4		6		7
١٠	Cairo/ Archaeolo gy	D-025-J0	Verifying Authenticity of oil paintings	5	5	1	1	3	2	2	3	4	6	7	4		
١١	Cairo/ Agriculc ure	A-056-J0	B. Sc. Biotechnology program	3	3	1	1	2	2	6	6	4	4	5	5		
١٢	Mansoura / Veterinar Medicine	B-087-L0	Veterinary Infectious Diseases E- learning "	4	3	1	1	4	4	4	3	4	3	8	6	4	8
١٣	Mansoura /Nursing	C-023-L0	Strengthening the Clinical Teaching Skills	2	2	1	2	4	3	4	2	3	2	8	4	7	4
١٤	Mansoura / Arts	D-035-L0	Modernization of academic courses in geographic	2	٢	1	3	2	3	3	2	5	1	8	5	8	5
١٥	Mansoura /Engineeri ng	B-091-L0	virtual Laboratories in Civil Engineering	3	2	1	1	5	4	4	2	3	2	5	6	7	7
<b>Total projects</b>				٢	٢	١	١	٢	٢	٢	٢	٢	٢	٦	٣	٥	٤

## Experience Assessment

The following table shows average agreement by projects` executives on some statements related to the stages of project implementation and the dealing with the central administration unit (HEEPF).

Table (6): average agreement by projects` executives on some statements related to the stages of project implementation and the dealing with the central administration unit (HEEPF)  
Scale from 1 to 6

Statement	Average
<b>I want to participate in another proposal for funding</b>	5.2
<b>Transparency and impartiality in judging the submitted proposals</b>	5.2
<b>The project succeeded in achieving the targeted objectives</b>	5.1
<b>There were support, encouragement &amp; cooperation from the central administration unit for HEEPF</b>	5
<b>HEEPF succeeded in creating a competitive environment to stimulate the competencies to submit more useful projects` proposals.</b>	5
<b>The project enhances the relation between the university and community through providing the community needs</b>	4.8
<b>I gained experience in projects` management or implementation</b>	4.7
<b>I gained experience in writing a proposal for funding</b>	4.5
<b>I found enough encouragement to submit a funding proposal</b>	3.9
<b>I gained experience in preparing financial statement</b>	3.6
<b>The project can provide the necessary funding for the self continuation.</b>	3.5

The above table shows that the central project administration unit has succeeded, to a great extent, in encouraging and supporting the executives to implement various projects. However, there was a need to encourage staff members to submit funding proposals. Projects` executives pointed that, the central project administration unit has succeeded in creating a competitive environment to select the most useful projects, with satisfactory degree of neutrality in the selection of the accepted projects.

The following table shows the agreement degree by the beneficiaries on some statements related to their participation in one of the projects` sample. It is clear from the answers that there is a

considerable degree of benefit achieved for the beneficiaries, due to their participation in these projects. Moreover, statement (2) pointed to a considerable positive reflection of participation on the beneficiary study or work.

Table (7): Average agreement by beneficiaries on some statements related to their participation in some projects - Scale from 1 to 6

Statement	choice
The projects` executives were cooperative	5.07
I want to participate in such projects as a beneficiary	4.88
On individual level, I have benefited from the project in general	4.79
I want to participate in such projects as an executive	4.35
The project empowers the relationship between the university and the community through providing & supporting the community requirements.	4.29
At the working level, I benefited greatly from the project, as it helped me in the implementation of work/study tasks in a better way	4.27

## **Continuity and sustainability**

The following table as well as figures (4), (5) and (6) show some indicators related to projects` continuity and their sustainability in the long run. It is clear that all projects are still running after the cessation of funding, either with same degree of efficiency (7 projects) or with a lower efficiency (8 projects). 4 projects succeeded to obtain new finance from the university, to support continues activity or service provision.

7 of projects` executives pointed that the project does not need additional funding by nature, while other 6 executives mentioned that their projects begun to impose service fees on the beneficiaries to provide the necessary funding.

The results concluded that only 3 projects achieved profit, these projects are (Assiut /Medicine), (Assiut/ Engineering) and (Mansoura/ Arts).

Table (8): Continuity and sustainability of projects` sample

	University /faculty	Project Code	Project Name	Providing additional funding	Is the project still working? 1 Yes, with the same efficiency 2 Yes, less efficient 3 project stopped	How could the project provide funding? 1 It does not require additional funding by nature 2 fees for the beneficiaries 3 funding from other sources	Does the project make a profit? 1 yes 2 makes income enough only for project's continuation 3 The income made is not enough for self-financing 4 does not make any income	Can the project continue in the long run? 1The project can 2 needs support
١	Asuit/Commerce	A-080-I0	Gaduates training center	√	١	٢	٢	٢
٢	Asuit/Medicine	B-047-I0	Endoscopic Surgery Training		١	٢	١	١
٣	Asuit/Engineering	A-085-I0	Mechatronics Courses	√	١	٢	١	١
٤	Ain Shams/Law	C-087-G0	Micro – electronic training court		١	٢	٢	١
٥	Cairo/Engineering	A-045-J0	post-graduate courses in FECU		١	١	٤	١
٦	Cairo/Medicine	A-070-J0	Virtual Reality Models for Teaching Anatomy		٢	١	-	٢
٧	Cairo/Medicine	A-062-J0	Digital X-ray Library Department		٢	١	-	١
٨	Cairo/Medicine	D-168-J0	Infection course for dentisterie and nursing		٢	١	-	١
٩	Cairo/Medicine	A-107-J0	IT and Clinical Skills training		٢	١	٢	١
١٠	Cairo/Archaeology	D-025-J0	Improvement skill for Verifying Authenticity of oil paintings		٢	١	٣	١
١١	Cairo/Agriculture	A-056-J0	Improvement B. Sc. Biotechnology program	√	٢	٢	٢	٢
١٢	Mansoura/ Veterinary Medicine	B-087-L0	"Enhancing Veterinary Infectious Diseases E-learning "		١	٣	٤	٢
١٣	Mansoura/Nursing	C-023-L0	Strengthening the Clinical Teaching Skills	√	٢	-	٣	٢
١٤	Mansoura/ Arts	D-035-L0	Modernization of academic courses in geographic sector		٢	٢	١	٢
١٥	Mansoura/Engineering	B-091-L0	virtual Laboratories in Civil Engineering		١	-	٤	٢
<b>Total Projects</b>				٤ Projects succeeded in providing additional funding	Projects, ٧ works with the same efficiency  less efficiency ٨	Projects do not need ٧ additional funding  imposing fees on ٧ beneficiaries	Projects make profit ٣  achieving income sufficient ٤ for project sustainability	Projects can ٨ continue in the long-term  Need support ٧

Figure (4): Number of projects, which have continued to work after the end of the funding and their level of operational efficiency

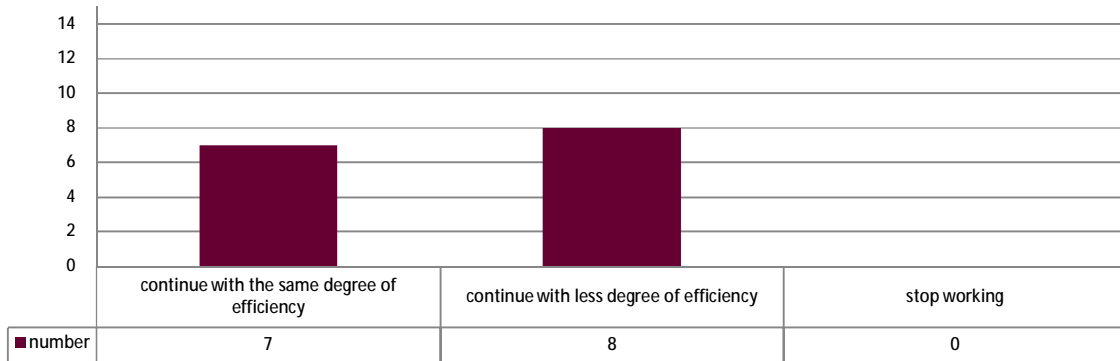


Figure (5): How could the project provide the necessary funding to continue its operation?

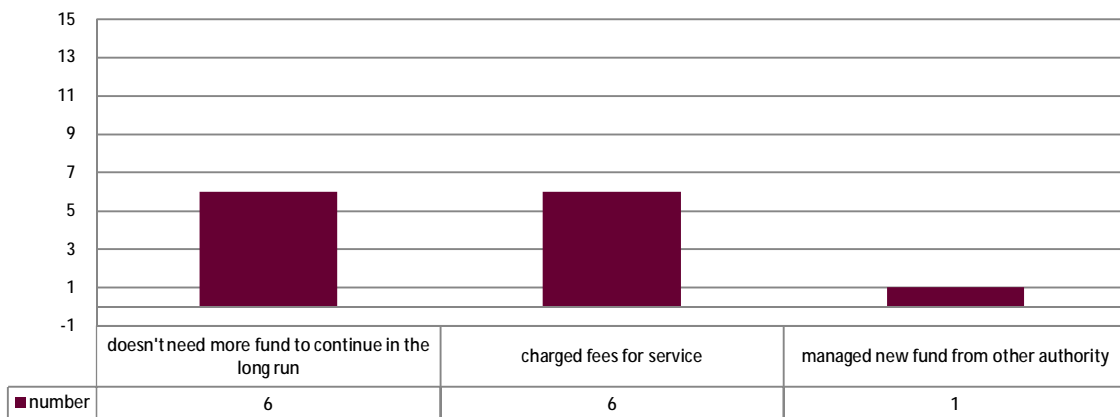
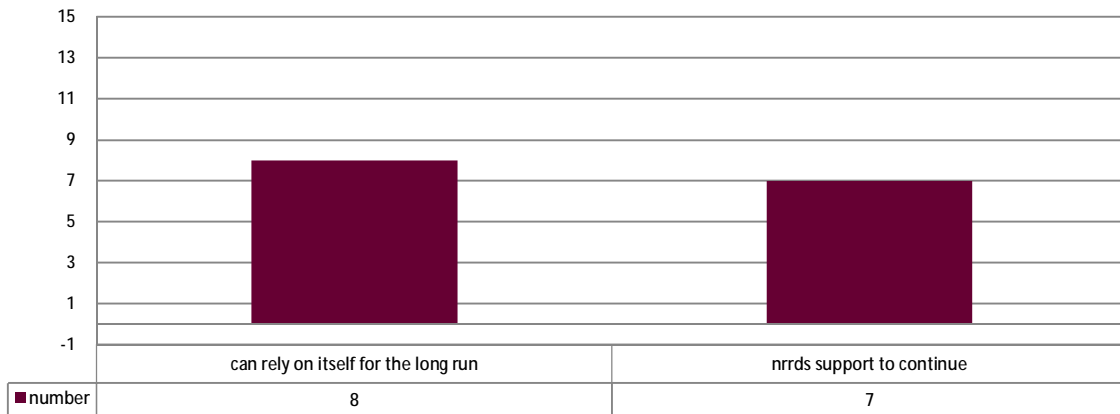


Figure (6): Number of projects that can rely on itself for long-run continuation



## Conclusion

According to beneficiaries and executives views, there are tangible and visible results of implementing various projects which were financed through (HEEPF). These obvious positive results of (HEEPF) projects compared with other enhancement projects (ICTP - QAAP - FLDP - ETCP) were due to the specific nature and limited scope of these projects. As each project targets specific set of beneficiaries and provides a service or fill a particular need for them. All other enhancement projects are very general and need a relatively longer time to achieve the desired effect.

There was a set of results; curriculum development came at the top, and students were the most benefited group within various projects and compared to other beneficiaries (staff members, assistants, graduates and post graduate students).

It was clear from the results that targeted objectives were achieved with a considerable degree, accompanied by high degree of benefit gained by the beneficiaries of these projects. However, this finding is relatively less within (Mansoura/ Nursing) and (Ain Shams/ Law) projects, where there is a need to activate the service in a way to raise the beneficiaries' satisfaction about the achieved benefit.

A degree of cooperation from the projects' central administration unit (HEEPF) was mentioned. Also enabling a competitive environment among the staff members to submit projects proposals to obtain funding, has led to accept projects that has higher benefit. Moreover, there is more

encouragement needed to staff members in order to submit plans and proposals for new research projects.

Regarding projects` continuity, all projects in the sample are still working, since some of them have started to impose service fees on the beneficiaries, and others were able to obtain funding from the university. But, there is a need to study the requirements for each project`s development & continuity according to its nature, in order to ensure its future continuation with satisfactory efficient degree, especially concerning software and electronic equipment that need continuous updating. Where almost half of the projects pointed to support needed to ensure long run continuity.

**The following are the most important difficulties faced by the executives:**

- Lack of continues funding.
- Laboratories and projects` locations are small to cope with the increasing number of students benefiting from the service.
- Some staff members object to participate meaningfully in the project as well as to use the project`s outputs in the courses.
- Labor markets do not understand the university role in fulfilling their needs.
- Changes in the prices of machines and equipment.
- The slow pace of financial dealings between the project and the central administration unit (HEEPF).
- The limited budget for hardware and equipment (30%), is not enough to meet the projects` needs. While there is a large surplus in the other items, as each project has different nature & needs.
- The traditional teaching method does not match with the new trends in curricula development.
- The discrepancy in dates & work between the project and the faculty lectures.

**The following are the most important suggestions:**

- The need for an independent financial, administrative and legal unit to follow up the project's implementation stages.
- Expansion in project's advertisement through the media.
- Increase in the funding, and the need for continuous annual funding, accompanied by effective project's follow-up in order to achieve continuous projects' development.
- The establishment of an authority to connect between the "Ministry of Higher Education & Scientific Research" and various ministries & bodies to implement any new research.
- To give free time for staff members and assistants during their working period within the project.
- Shortening the procedures and reports required for the implementation follow-up.
- The adoption of the budget items, according to each project needs.
- Immediate financial transfers during the project period.

**Suggestion for future implementation:**

It would be useful when submitting projects' plan proposal in the future to identify & specify some data concerning the targeted beneficiaries groups, the problem that is needed to be solved by the project's contribution, as well as the expected improvement from implementing the proposed project. Also it is useful to evaluate the current situation before starting the project implementation. The existence of such data will help greatly in evaluating the degree of project's success after implementation.

**The suggested data include the following:**

- Identify the targeted beneficiaries groups (students, staff members, assistants, post-graduate students, graduates, etc. ....)
- Identify the problem or deficiency that wanted to be solved by the proposed project.
- Assess the current situation before starting the proposed project implementation: This assessment could be the in the form of the number or percentage or rating on a scale from zero to ten for example.
- The expected impact of the project: This could be measured by the relative improvement compared to the situation prior to project implementation.
- Sustainability: Identify the choice which reflects the proposed project from the following choices:
  1. The project can continue in the long-run with the same efficiency after the cessation of funding.
  2. The project can continue in the long run with less efficiency after Completion of the project.
  3. The project needs sustainable support in order to continue with the same efficiency (determination of the quality and volume of support is required).
  4. The project ends after the cessation of funding.