



مشروع تطوير التعليم العالي



وزارة التعليم العالي



Final Report

PART I

HEEPF
Executive Summary

2003-2008

PREFACE

For the sake of providing an Implementation Completion Report (ICR) of the first phase of the Higher Education Enhancement Project Fund (HEEPF), this document is submitted as the final report in six parts outlined hereafter:

§ **Part I:** is an executive summary that gives an overview on HEEPF's first phase with its objectives, technical and financial management activities, deliverables and indicators.

§ **Part II:** documents in details implementation activities in six chapters. Chapter one gives general data and reference framework including the perspective, mission and the strategic objective and specific objectives, rules of fund, selections and contracting of funded projects. Chapter two deals with the activities of the fund and the systems administrated with follow up and evaluation. Chapter three includes the most significant features of the financial and technical aspects for projects execution. Chapter four includes the most significant outcomes of the funded projects. Chapter five includes examples of successful funded projects in different categories. Chapter six includes different studies done for the evaluation of HEEPF performance.

§ **Part III:** demonstrates the deliverables of sub-projects funded by HEEPF in details. Projects' deliverables are classified according to: academic development, laboratories upgrading, e-learning, virtual labs, knowledge resources, establishment of scientific and research centers, management and reform of higher education institutes, quality assurance systems. Finally, last chapter will deals with mechanisms that HEEPF management identified to guarantee the sustainability of funded projects deliverables after hand-over.

§ **Part IV:** illustrates the activities of the information technology system of HEEPF including full description of: HEEPF website on internet, Database of funded projects, Archiving Jupiter system, and HEEPF library.

§ **Part V:** discusses HEEPF impact evaluation, outcomes indicators, and research oriented studies that were conducted for this purpose besides the pilot impact study that was carried out at Zagazig University.

§ **Part VI:** summarizes HEEPF financial aspects including: financial control, auditing mechanism, financial planning versus actual disbursements, HEEPF expenditures, analysis of university expenditures, sub-projects savings and institution co-financing.

§ **12 annexes** covering the following:

- **Annex 1:** Project Appraisal Document (PAD).
- **Annex 2:** Ministerial Decrees Regarding HEEPF and National Committee Meetings.
- **Annex 3:** WB Supervision Missions - Aide Memoires.
- **Annex 4:** HEEPF Operation Manual (English/Arabic) and Application Forms (English/Arabic).
- **Annex 5:** Sub-projects contracting documents and procurement conditions.
- **Annex 6:** Monitoring and Evaluation (M&E) Guidelines, Forms and Templates.
- **Annex 7:** List of Consultants, Print-Outs, and Events Documents.
- **Annex 8:** Sub-projects Signed Contracts.
- **Annex 9:** Sub-projects Handing-Over Statements.
- **Annex 10:** Sub-projects Sustainability Evaluation.
- **Annex 11:** HEEPF Progress Reports.
- **Annex 12:** Financial Documents (Statements of Expenditures).

Abbreviations and Acronyms

AEAS	Egyptian American Scholars
CAF	Common Assessment Framework
ETCP	Egyptian Technical Colleges Project
FLDP	Faculty Leadership Development Project
FOEP	Faculty of Education Project
HE	Higher Education
HEEP	Higher Education Enhancement Project
HEEPF	Higher Education Enhancement Project Fund
HEIs	Higher Education Institutions
HMS	Hospitals Management System
IA	Impact Assessment
ICR	Implementation Completion Report
ICTP	Information and Communication Technology Project
IT	Information Technology
MIS	Management Information System
MOHE	Ministry of Higher Education
M&E	Monitoring and Evaluation
PMU	Project Management Unit
QAAP	Quality Assurance and Accreditation Project
RFP	Request For Proposals
SCU	Supreme Council of Universities
SWOT	Strength, Weakness, Opportunities and threats
TC	Technical College
TQM	Total Quality Management
UPMU	University Project Management Unit

Table of Contents

Subject	Page
Preface	i
Abbreviations and Acronyms	ii
Table of Contents	iii
1. Introduction	1
2. HEEPF Vision	1
3. HEEPF Mission	1
4. HEEPF Objectives	2
4.1 Strategic Objectives	2
4.2 Main Objectives	2
5. HEEPF Implementation Plan	3
6. Granted Sub-projects in Universities	4
7. HEEPF Deliverables Related to HEEPF Strategic Objectives	6
8. HEEPF Implementation Process	8
8.1 Management of HEEPF Activities	9
8.2 Awareness and Dissemination	11
8.3 HEEPF Quality Control and Performance Appraisal	13
8.4 Integration and Coordination among HEEPF Sub-projects	14
8.5 Financial Management	15
9. HEEPF Handing-Over Documents	16

1. Introduction

The Ministry of Higher Education (MOHE) established a higher education reform strategy that has been translated into twenty five distinct projects addressing the diverse areas of reform (February 2000). Twelve of the twenty five projects have been bundled into six components, hereinafter called projects, and were given priority to be funded and implemented through a loan agreement between the Government of Egypt (GOE) and the World Bank (IBRD loan No. 4658EG, dated April 2002) through the Higher Education Enhancement Project (HEEP). Higher Education Enhancement Project Fund (HEEPF) was one of the first HEEP projects that started on 2002 in the first phase where the projects activities were intended for implementation during the period 2002-2007. The other projects implanted parallel to HEEP were: Faculty/Staff and Leadership Development Project (FLDP), Information and Communication Technology Project (ICTP), Quality Assurance and Accreditation Project (QAAP), Faculty of Education Project (FOEP), Egyptian Technical Colleges Project (ETCP).

The amount of the loan allocated for HEEP grants equal to 12,000,000 USD that was increased to 13,000,000 USD then was further approved to be 13,900,000 USD. PMU transferred an amount of 50,000 USD to the Strategic Planning Unit, SPU.

2. HEEP Vision

HEEPF aims to enhance QUALITY, RELEVANCE & EFFICIENCY in Higher Education through *establishing a sustainable competitive mechanism* among Egyptian universities and Technical Colleges (TCs).

3. HEEP Mission

Creating mechanisms characterized by effective administration and transparency to finance, support, follow up the implementation, appraise the performance, and ensure the sustainability of higher education enhancement competitive projects. Starting with the basic foundation of educational institutions to achieve the high quality, efficiency, and effectiveness of higher education in the national universities and institutes through enhancing administration systems, restructuring, academic enhancement, and community engagement to qualify graduates that satisfy the needs of the labor market and compete on the regional and world levels. Main windows for HEEP funded projects are shown in Fig (1).

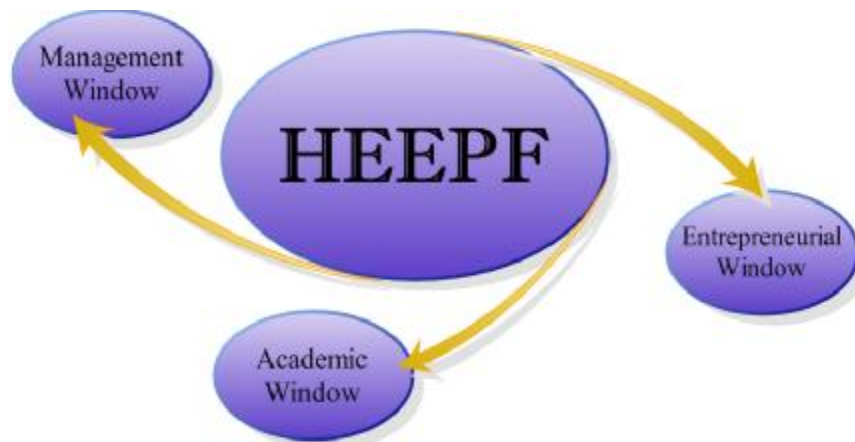


Fig. (1) Main windows of HEEP Projects

The scope of development was identified into several HEEPF projects covering many of the different aspects of higher education enhancement as shown in the Fig (2).

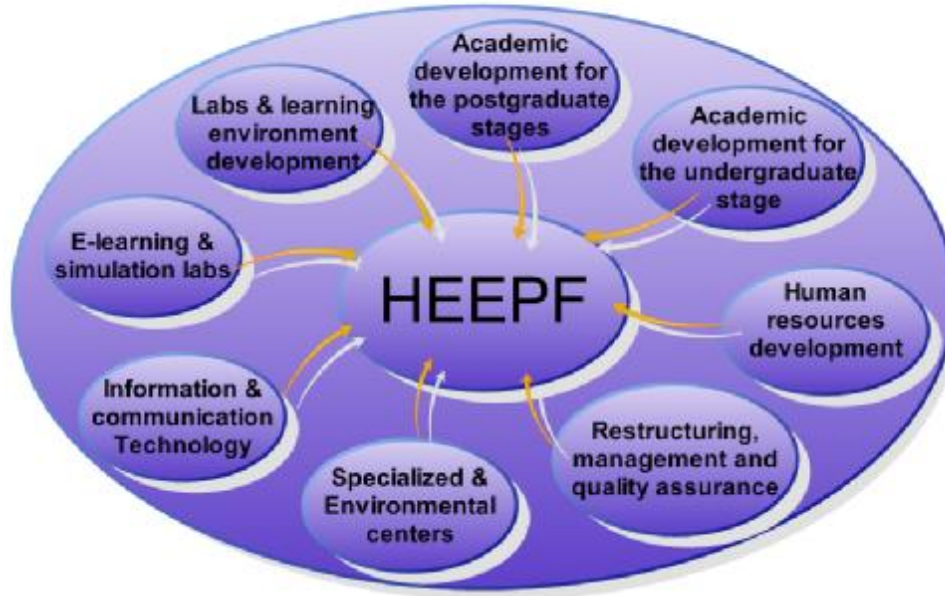


Fig. (2) Scope of development through HEEPF Projects

4. HEEPF Objectives

4.1 Strategic Objectives

- 1- Creating a competitive environment to improve and enhance Higher Education Institutes.
- 2- Increasing collaboration with the community.
- 3- Improving capabilities of academic communities.

4.2 Main Objectives

The strategic objectives can be achieved through the following:

- § Creating a competitive environment that would enhance and improve H.E. Institutions (departments/faculties/institutions and universities).
- § Encouraging the bottom-up, autonomous and decentralized approach (self-improving mechanism) for sustainable quality learning improvement.
- § Improving capabilities of institutions and academic communities to upgrade and consider modern scientific fields of specialization, interdisciplinary, multidisciplinary and innovative topics.
- § Strengthening collaboration and integration between HE Institutions and the community/industry.
- § Enhancing the inter/intra-management and administration information systems in the H.E. Institutions.

- § Optimizing the use and increasing the availability of common knowledge resources and lab facilities & infrastructure.
- § Empowering faculty members at public universities and HEIs to acquire basic skills needed for managing and implementing reform plans.
- § Cooperate with other HE enhancing projects through HEEP and other funded projects to implement the national strategic plan.

5. HEEPF Implementation Plan

To achieve the above specific objectives during implementation of the first phase, the following overall HEEPF implementation plan was approved. HEEPF implementation plan is illustrated in the lunar cycle shown in Fig. (3). There are three main stages of management that included:

1. Preparation Stage: including formation of the steering committee, preparation of basic HEEPF documentation and needs assessment studies and redefinition of priorities for application and planning.
2. Execution Stage: including awareness, request for proposals, granting and contracting, implementation of projects in universities including monitoring and evaluation, quality control, dissemination along with capacity building and performance appraisal. This stage was completed by the handing-over process of all sub-projects.
3. Post Sub-projects Execution Stage: including sustainability follow-up and impact assessment.

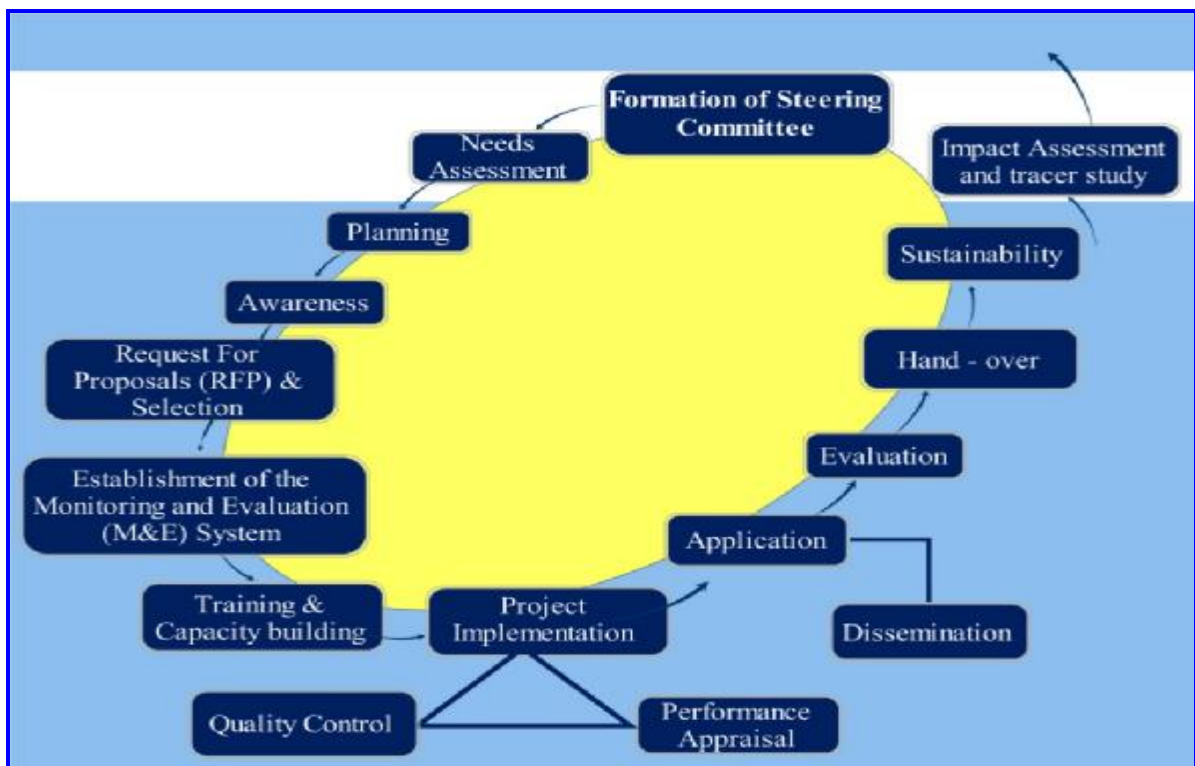


Fig. (3) HEEPF's administrative cycle for competitive projects

HEEPF organizational structure consisted of four teams:

- (1) Management team: included HEEP National Committee, Executive Director, administrative group, accountants, financial auditor, three secretaries and data entry staff.
- (2) Monitoring and Evaluation (M&E) team: included more than 15 consultants for regular monitoring work. More than 100 external experts helped in technical performance appraisal.
- (3) Information technology team: included one secretary, 3 supporting experts for the web site, Data Base and Archiving system with the participation of the M&E and management teams and any other required experts.
- (4) Dissemination team: The team prepared publications, workshops, conferences and logistic needs.

Sub-projects contracts involved three parties: HEEP Director, University President and the Project Manager. Teams of each project included a management team headed by the Project Manager and the implementation team. Participants in implementing funded projects in HE institutes via management and implementation teams exceeded 3500 faculty members.

6. Granted Sub-projects in Universities

A total of 159 projects were approved for funding out of 563 submitted proposals in four cycles. Academic, management and entrepreneurial projects represented 82%, 11% and 7%, respectively. Medium size projects represented the highest percentages which was 48%, followed by small projects 29%, then large projects 23%.

Fig. (4) illustrates the distribution of the HEEP budget among the 4 HEEP cycles. The average project budget for the four cycles was \$105,263; \$86,594; \$81,983; and \$73,935 respectively. It can also be noticed that the average project sizes for the first 3 cycles was above the overall average (\$75,949).

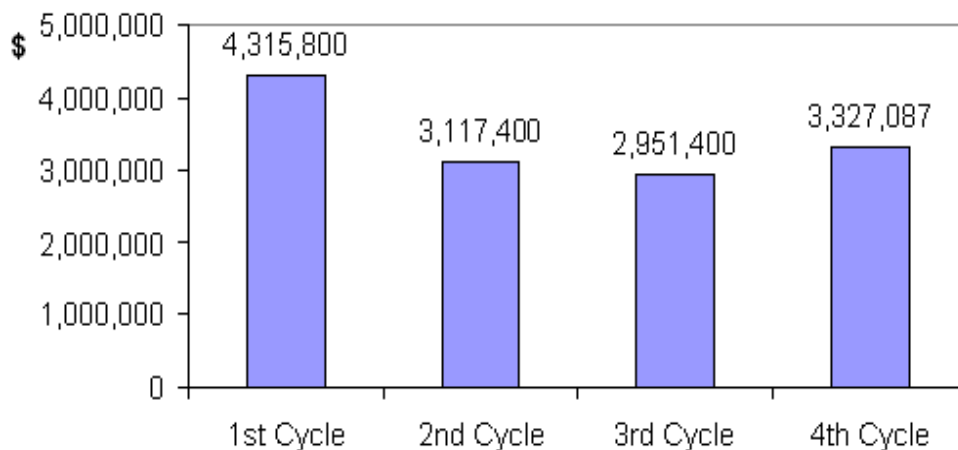


Fig. (4) Distribution of HEEP Budget versus cycles

Figures (5), (6) illustrate the distribution of projects granted to each university, and the numbers and sizes of projects for each cycle, respectively. Fig. (7) shows the distribution of HEEPF funded projects among different specializations.

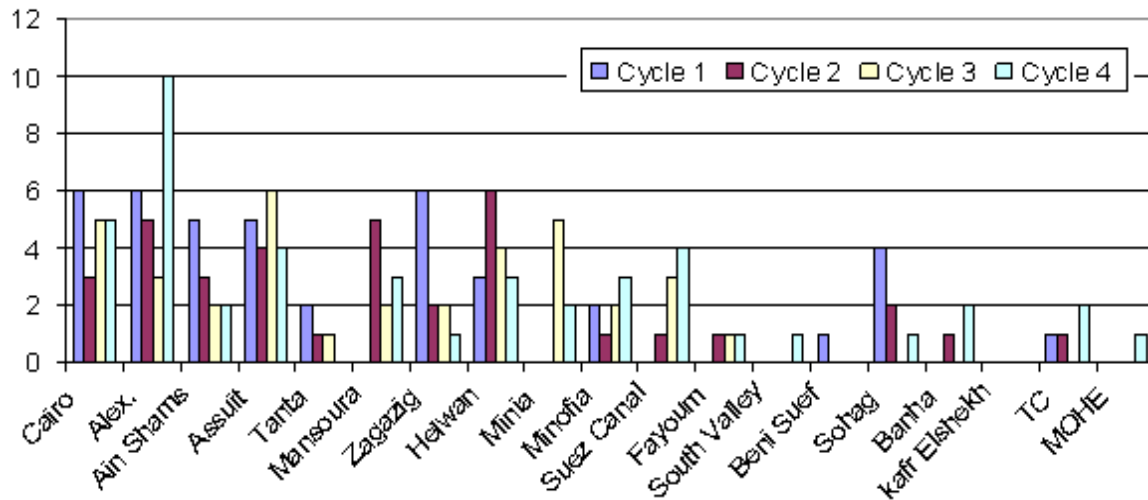


Fig. (5) Distribution of HEEPF's projects according to university and cycles

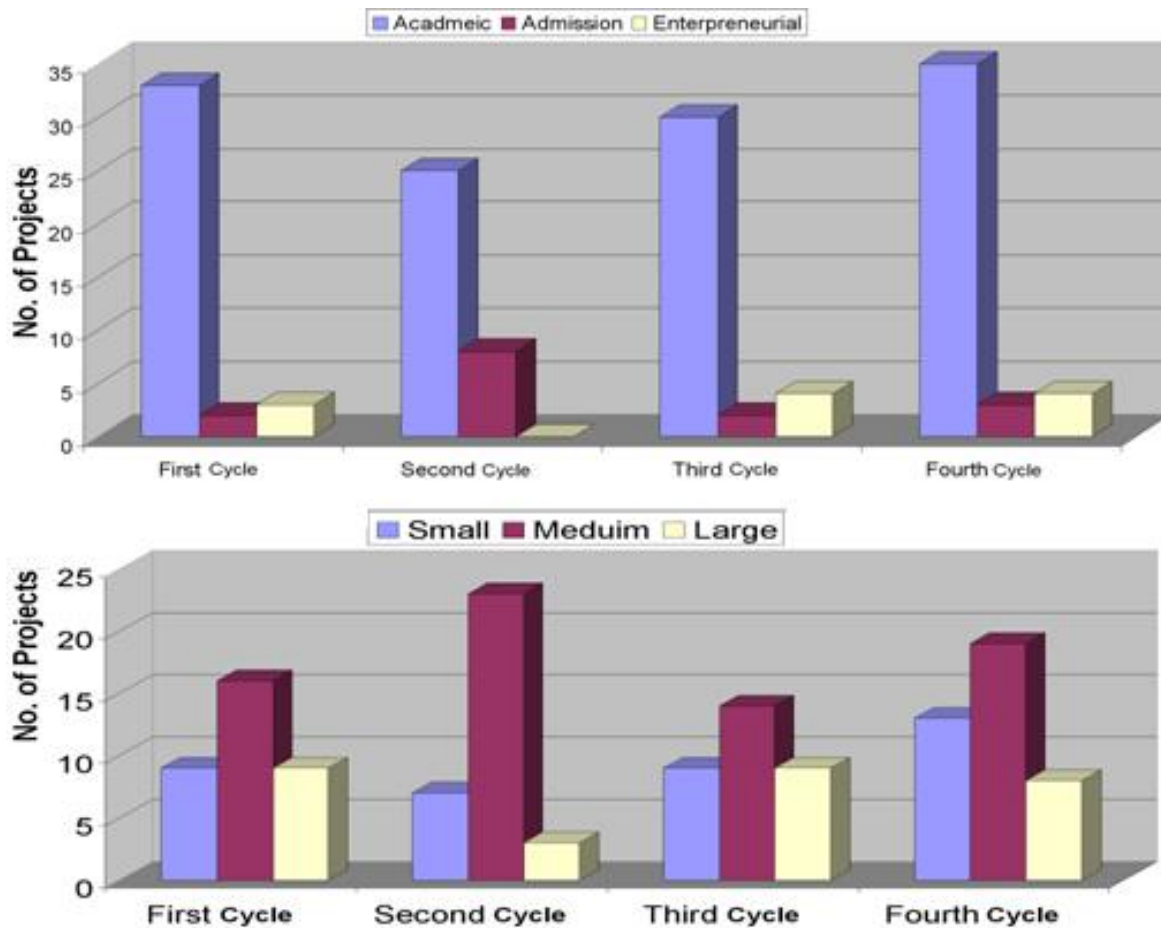


Fig.(6) Distribution of projects with their different types and sizes on the different cycles

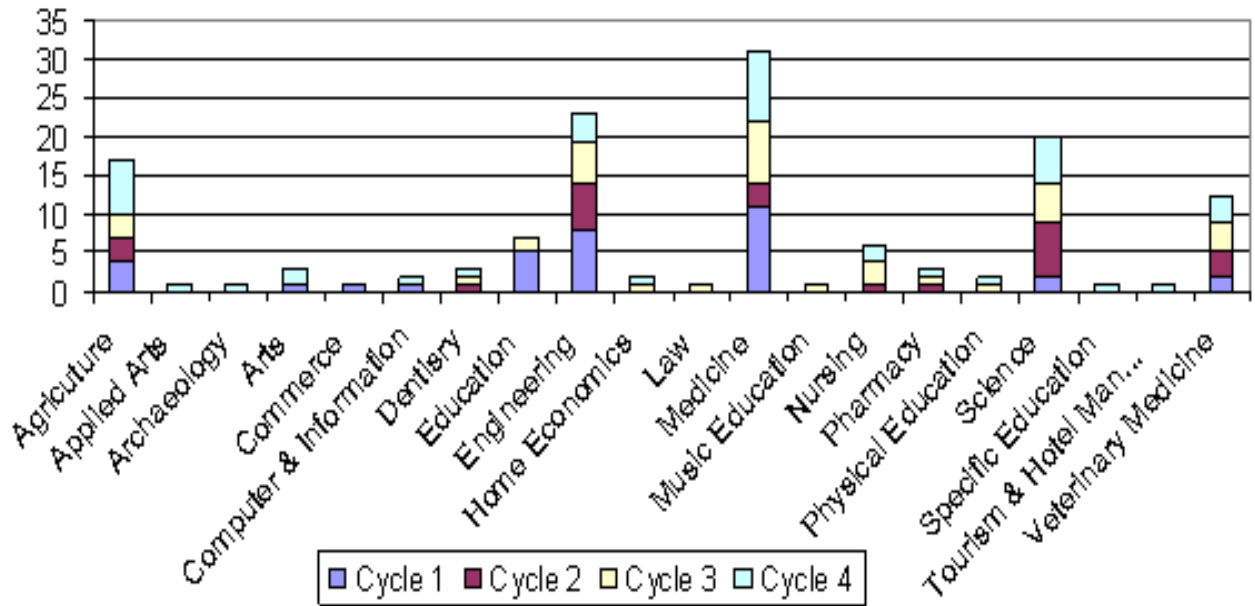


Fig.(7) Distribution of projects with different specializations on different cycles

In light of the above information, the number of universities participated in the enhancement projects had become 17 universities and 5 technology faculties. This is in addition to a project for developing and upgrading the cultural affairs and delegations in ministry of higher education. Funded projects had been executed in 90 institutes.

7. Deliverables Related to HEEPF Strategic Objectives

HEEP project aimed to create the conditions fundamental for improving the quality and efficiency of the higher education system in Egypt through legislative reform, institutional restructuring, and establishment of independent quality assurance mechanisms and monitoring systems. The HEEP project had three main components: Component 1: The global development of the governmental management and the relevance of the HE System, Component 2: Improving the quality and relevance of the higher education and component 3: Improving the quality and relevance of the mid-level technical education. In the following sections, HEEPF achievements related to HEEP components will be illustrated briefly. Details of such achievements will be shown in PART III.

HEEPF Objective 1: Create a competitive environment to improve and enhance Higher Education Institutes

Output/Outcome	Indicators	
<ul style="list-style-type: none"> • 563 proposals have been submitted over 4 Cycles where 158 projects were selected for fund in Egyptian universities are funded. (41 in the 1st, 36 in the 2nd, 36 in the 3rd and 45 in the 4th cycle). • Extension of distinguished project was approved and contracted. • Contract of HEEP impact assessment was signed on Sept. 14, 2007. • Contractual budget for the funded projects =13.884.096 US\$. 	HE Institutions participated in the HEEP projects	17 universities, 5 T/C & MOHE.
	Faculties participated in the HEEP projects	90
	Direct beneficiaries	121722 undergraduate students and 100915 other categories
	Indirect beneficiaries	89899 undergraduate students and 209747 other categories
	Faculty members participated in the HEEP Projects.	3548
	New under-graduate programs	5
	New postgraduate programs	35
	Upgraded under-graduate curricula	10
	Upgraded post-graduate curricula	44
	Upgraded and developed courses	509
	Laboratories upgrading	122
	Simulation/Virtual labs	155 Experiments
	e-learning and on-line courses	453 electronic courses
	Knowledge resources	7
	IT projects	16
	MIS, HMS & Database	9
Quality assurance systems	15	
Management and reform of higher education institutes.	9	

HEEPF Objective 2: Increase collaboration with the community

Output/Outcome	Indicators	
Establishment of relations with the community	Specialized/interdisciplinary centers have been incorporated with HEEP projects.	59
	Cooperation protocols with community organizations have been signed and activated.	39
	Specialized units for sustainability purposes	64

HEEPF Objective 3: Improve capabilities of academic communities

Output/Outcome	Indicators
Trained staff members within the HEs to prepare and submit project proposals.	<ul style="list-style-type: none"> • 563 proposals have been already submitted for evaluation.
Trained teams to direct and manage the projects in the most efficient manner.	<ul style="list-style-type: none"> • Conducting 10 PM workshops. 789 Staff members trained on how to manage HEEPf projects. • Conducting 6 Financial workshops. 260 Staff members and accountants trained on the preparation of HEEPf financial report. • All projects have overcome their problems in implementation.
Trained teams with good capacity in new learning and management methodologies.	<ul style="list-style-type: none"> • 2 Specialized & Online workshops (64 attended) • 519 courses have been electronically prepared. • 155 virtual experiments have been constructed. • 2 MIS have been effectuated. • 2 HMS have been developed. • 3 digital libraries have been automated. • 1 database for human recourses planning. • 2 database for educational resources.
Highly professional HEEPf Staff.	<ul style="list-style-type: none"> • Several M&E training meetings. • Training on Total Quality Management (TQM) among 25 staff members. • Training secretaries, administrative staff and accountants on ICDL modules.
Improved skills of staff on writing proposals in universities which received few or no projects.	<ul style="list-style-type: none"> • Twelve workshops were held at Al-Azhar University and other universities during the period April – Dec. 2007, 541 beneficiaries.

8. HEEPf Implementation Process

In the framework of achieving HEEPf main objectives, the approved implementation plan was carried out through the following activities:

- Ø Preparation of Basic HEEPf Documentation.
- Ø Awareness Building & Dissemination of Information.
- Ø Needs Assessment Studies and redefinition of priorities for application.
- Ø Four Rounds of Request For Proposals RFP each contains:
 - o General & Specific Workshops and Seminars.
 - o RFP Preparation & Submission.
 - o Peer Reviewers Activities.
 - o Selection, Awarding and Grants Contracting.
- Ø Implementation Phase of the Funded Projects
- Ø HEEPf Management, Monitoring and Evaluation Reports.
- Ø Quality Control & Monitoring of the funded Projects.
- Ø Evaluation & Impact Assessments for the Funded Projects.
- Ø Trends Assessments & Tracer Studies and HEEPf Conferences.

8.1. Management of HEEPF Activities

Details of such activities are documented in PARTs II, V. The following Table shows the indicators for measuring fulfillment of such activities.

Output/Outcome	Indicators																		
RFP and Evaluation	<ul style="list-style-type: none"> • 4 cycles have been considered. • 563 proposals were evaluated. 																		
Contracting	<ul style="list-style-type: none"> • 158 contracts have been signed and started implementation. • HEEP Impact Assessment contract has been signed. • Extension of one distinguished project has been approved. 																		
Establishing HEEPF M&E System	<ul style="list-style-type: none"> • Revising M&E guidelines and issuing an updated manual (5th edition Aug. 2006). • 413 site visits to HEEPF funded projects during implementation. • 201 Meetings with project management teams. • 1066 project progress reports have been revised. • 9 projects have changed management teams due to particular management threats. • 54 projects had been approved for extension (2-9 Ms) • 159 projects have successfully been handed-over (final conference). <p>A comparison of the number of projects: actual close-out versus the contractual and the modified due to extensions is shown in Fig.(8).</p> <ul style="list-style-type: none"> • 159 projects have successfully been terminated (financial reconciliation). 																		
Establishing HEEPF IT system	<ul style="list-style-type: none"> • HEEPF Website (English-Arabic). • HEEPF Accounting system. • HEEPF Database system. • Managing electronic documentation system, Jupiter (159 Projects had been already archived with 436552 documents uploaded to the system). • HEEPF Projects publications' Library (Online DB of 1666 items in different forms, three languages, ranging over a wide variety of topics relating to Basic Sciences, Engineering, Information & Technology, Medicine, Dentistry & Pharmacy, Veterinary Medicine, Agriculture and Education). The following figure shows the distribution of different HEEPF Library items with respect to different classes. <p style="text-align: center;">Class Distribution</p> <table border="1"> <caption>Data for Class Distribution Pie Chart</caption> <thead> <tr> <th>Class</th> <th>Number of Items</th> </tr> </thead> <tbody> <tr> <td>600 Technology (Applied Sciences)</td> <td>776</td> </tr> <tr> <td>500 Natural Sciences</td> <td>553</td> </tr> <tr> <td>300 Social Sciences</td> <td>279</td> </tr> <tr> <td>100 Philosophy & Psychology</td> <td>3</td> </tr> <tr> <td>900 History & Geography</td> <td>17</td> </tr> <tr> <td>400 Languages</td> <td>12</td> </tr> <tr> <td>700 Arts</td> <td>4</td> </tr> <tr> <td>000 Generalities</td> <td>22</td> </tr> </tbody> </table>	Class	Number of Items	600 Technology (Applied Sciences)	776	500 Natural Sciences	553	300 Social Sciences	279	100 Philosophy & Psychology	3	900 History & Geography	17	400 Languages	12	700 Arts	4	000 Generalities	22
Class	Number of Items																		
600 Technology (Applied Sciences)	776																		
500 Natural Sciences	553																		
300 Social Sciences	279																		
100 Philosophy & Psychology	3																		
900 History & Geography	17																		
400 Languages	12																		
700 Arts	4																		
000 Generalities	22																		

HEEPF National Committee meetings	<ul style="list-style-type: none"> • 19th meetings were held.
-----------------------------------	---

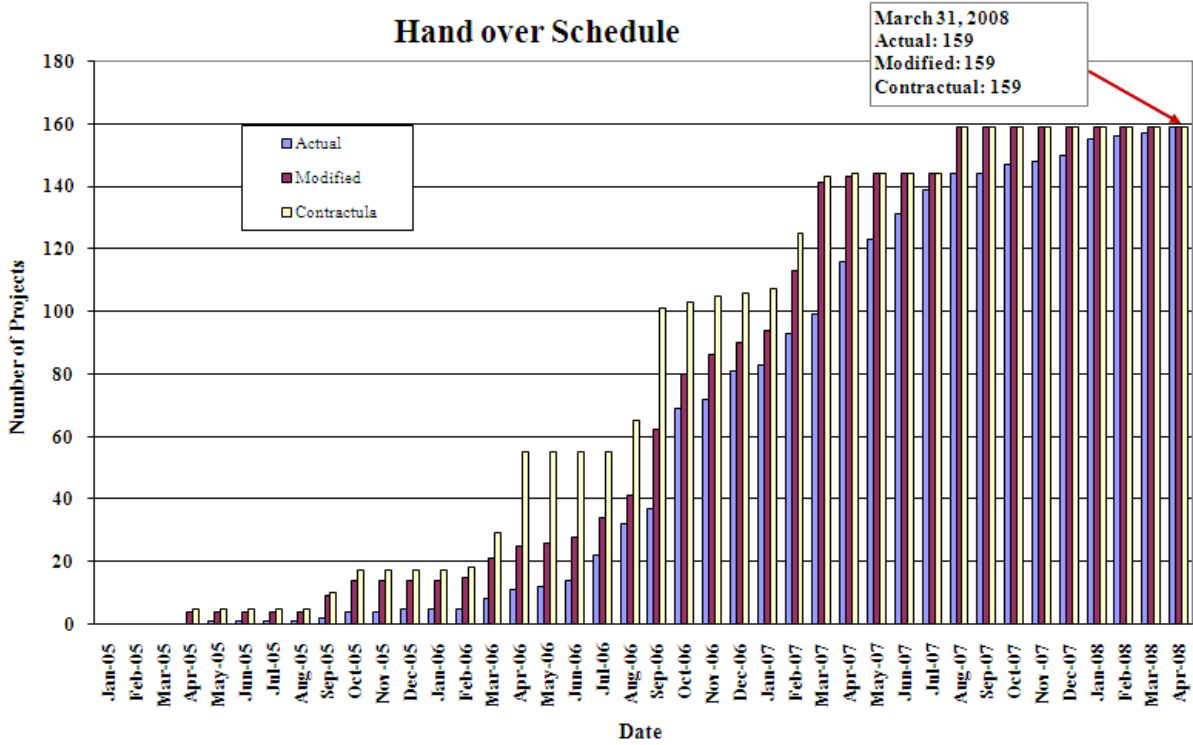
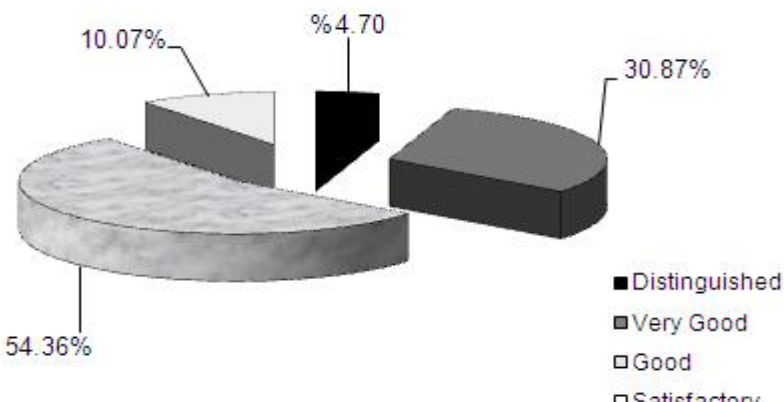


Fig.(8) Comparison of the number of projects: actual close-out versus the contractual and the modified due to extensions

8.2. Awareness and Dissemination

HEEPF has made dissemination activities on two levels: strategic level (university leaders, sectors committees and supreme council of universities) and scientific and academic society level in universities and technical colleges. Details of such activities are shown in PART II, Chapter (2). Outcomes and indicators for such activities are shown in next Table.

Output/Outcome	Indicators										
Awareness	<ul style="list-style-type: none"> • Conducting Awareness Workshops in the Universities and Technical Colleges. • Brochure for HEEPf activities. • 159 handing-over conferences in universities. 										
HEEPf RFP documents	Four versions of: <ul style="list-style-type: none"> • Applicants' Guidelines. • Application forms (Arabic & English Versions). • Operation Manual (Arabic & English Versions). 										
HEEPf M&E system	<ul style="list-style-type: none"> • Four versions of: <ul style="list-style-type: none"> ○ M&E guidelines. ○ Periodical reporting forms. • Hand-over process. • Sustainability monitoring mechanism (All funded projects had to be visited twice after hand-over process). <div style="text-align: center;">  <p>Sustainability evaluation of HEEPf sub-projects</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Distinguished</td> <td>4.70%</td> </tr> <tr> <td>Very Good</td> <td>30.87%</td> </tr> <tr> <td>Good</td> <td>54.36%</td> </tr> <tr> <td>Satisfactory</td> <td>10.07%</td> </tr> </tbody> </table> </div>	Category	Percentage	Distinguished	4.70%	Very Good	30.87%	Good	54.36%	Satisfactory	10.07%
Category	Percentage										
Distinguished	4.70%										
Very Good	30.87%										
Good	54.36%										
Satisfactory	10.07%										
Funded projects data	<ul style="list-style-type: none"> • Preparing 4 booklets containing summaries of HEEPf funded projects of the 4 cycles. • Training of 1155 on Project management, financial issues and e-learning. 										
Website: www.heepf.org.eg www.heepf.edu.eg	<ul style="list-style-type: none"> • Constructing and activating HEEPf Website and database for HEEPf projects. • Website updating is continuous. • Subscription on statistical analysis web service on site entries. • Arabic section has been constructed. • 178200 visitors to the site have been recorded by the end of Dec. 2008. 										

Compact disks (guide for applicants).	<p>Preparing CDs for:</p> <ul style="list-style-type: none"> • Guide for applicants. • Summaries of HEEPf funded projects. • Workshops materials. • HEEPf projects achievements. • HEEPf events.
Participation in conferences	<ul style="list-style-type: none"> • Keynote speaker in the Higher Education Enhancement Conference organized by HEEP, National Research Center and the Association of Egyptian American Scholars (AEAS) on Dec. 26, 2006 & IEEE Gold Conference at Post Said-Suez Canal University on May 2, 2007. • Participation in the fair of the ICTP conference which was held on Sept. 6, 2007.
Conducting HEEPf Mid-term Conference	HEEPf Mid term Conference has been held in Al Azhar Convention Center on March 20, 07.
HEEPf Publications	<ul style="list-style-type: none"> • Evaluation of HEEPf Phase I and Future Prospective-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). • HEEPf Brochures (1 in Arabic and 2 in English) • 6 Research Oriented Studies.
Press and media comments on HEEPf Mid-term conference which was held at Al-Azhar conference center on Tuesday Mar.20, 2007.	Selective items have been uploaded to HEEPf website.
Incorporation with industry and community	4 events have been arranged at Port-Said, Suez Canal University, Zagazig University, TC at Mataryia and TC at Mahalla during May 2007.

8.3. HEEPF Quality Control and Performance Appraisal

In the framework of HEEPF continuous performance assessment, several mechanisms were adopted in this regard: self assessment of HEEPF performance, assessment of HEEPF by projects, universities, Supreme Council of Universities, World Bank, external committee, beneficiaries and a pilot impact assessment study that implemented at Zagazig University. Details of such mechanisms are documented in PART II, Chapter (6). In addition, details of the pilot impact assessment study are given in PART V, Chapter (3). The following Table shows the indicators for fulfill such mechanisms.

Output/Outcome	Indicators
Self Assessment using "Common Assessment Framework, CAF" according to TQM rules.	<ul style="list-style-type: none"> • SWOT analysis is prepared. • Action plan is formulated
Evaluation by projects and stakeholders	All the projects and the stakeholders submitted questionnaire to HEEPF and the Statistical analysis is performed
Evaluation by Universities	The 17 Universities , Technical Colleges and the MOHE submitted their evaluation on the HEEPF funded projects
Evaluation by Supreme Council of Universities	The HEEPF is evaluated by Prof. Galal M. Said, President of Fayoum University, on behalf of the Supreme Council of Universities
Third party evaluation	The Association of Egyptian American Scholars (AEAS) submitted evaluation report as an external evaluator of HEEPF performance and the associated funded projects.
World Bank supervision missions	11 World Bank supervision missions have been conducted and Aide memoirs have been submitted
External IT consultants	<ul style="list-style-type: none"> • Evaluation of HEEPF website is carried out and updates are continuously made. • Refinement of HEEPF data base system is under execution. • HEEPF accounting system is updated to incorporate graphical presentation of data.
Questionnaires and discussions through HEEPF Mid-term Conference	• Questionnaires have been collected and analyzed through the HEEPF Mid-term Conference held on March 20, 07.
Impact Assessment study for the six components of HEEP	• The Project Management Unit (PMU) entrusted HEEPF to Contact for the Impact Assessment Project that applied in Zagazig University as a pilot study. The study is submitted and approved by the PMU.
Sustainability Evaluation by Universities	The 17 Universities, Technical Colleges and the MOHE are currently submitting their evaluation on the performance of HEEPF funded projects during sustainability period.

HEEP Impact Assessment study concerning the accomplishments of HEEP sub-projects to be included in ICR.	Impact Assessment Directors' feedback template prepared by World Bank in collaboration with HEEP.
---	---

8.4. Integration and Coordination among HEEP Sub-projects

The Integration & Coordination System was initiated, activated and followed up to achieve one of the main goals of the HEEP, 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 had 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.

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

- Holding 6 preparation meetings.
- Conducting 4 workshops divided into 14 sub-groups workshops for 4 sectors (Science, Agriculture/ veterinary medicine, medical sciences, and Engineering).
- Follow-up action plans cited in integration/coordination reports of each group.

The following indicators ensure outputs and outcomes resulted from implementing integration/coordination activities:-

- Awareness about projects in different disciplines.
- Exchange of Experience and Outcomes benefit maximization.
- Presentation and Evaluation of Integration/Coordination .experience and action plans for projects within Faculties and in different disciplines.
- Partial involvement of Educational Sector Committees in Evaluation and Sustainability of higher education enhancement projects through the 4 specialized workshops.
- Holding "Infection Control" workshop at Tanta University in Nov. 2006.
- Exhibitions of 17 Universities and Technical Colleges was organized in the HEEP Mid-term Conference held on March 20, 07. Integration among HEEP funded Projects within each university was an indicator of impact.
- Coordination of HEEP projects and the PMU was witnessed through the fair that has been held besides HEEP mid-term conference.
- Participation in the fair of the ICTP conference which was held on Sept. 6, 2007.
- Workshop for preparing new projects for Tempus and FP7 among projects in Dentistry was held at Tanta University on Oct. 22, 2007.

8.5. HEEPF Financial Management

The overall HEEPF expenditures in hard currency since the beginning of the project till the end of December 2008 were approximately 13.3 Million USD. The S-Curve shown in Fig.(9) illustrates the cumulative expenditure (transfers and actual funded projects' expenditures) as compared to planned cumulative budget. Universities transfers represented the maximum percentage of these expenditures by 94.5 %, then consultation and administration agreement by 2.79 %. The conferences and workshops represented 1.25 % from the total expenditures. The other items of the expenditures including: communications, per-diem transportation, equipment, furniture, suppliers, stationary and prints ranged from 0.23 to 0.34 while the lowest percentage was going to the bank charge and government fees by 0.02%.

It can be noted that the actual expenditures had the same trend of the planned trend with reasonable savings due to the rigorous financial control and cost effectiveness. Details of HEEPF financial management are deliberately elaborated in PART VI.

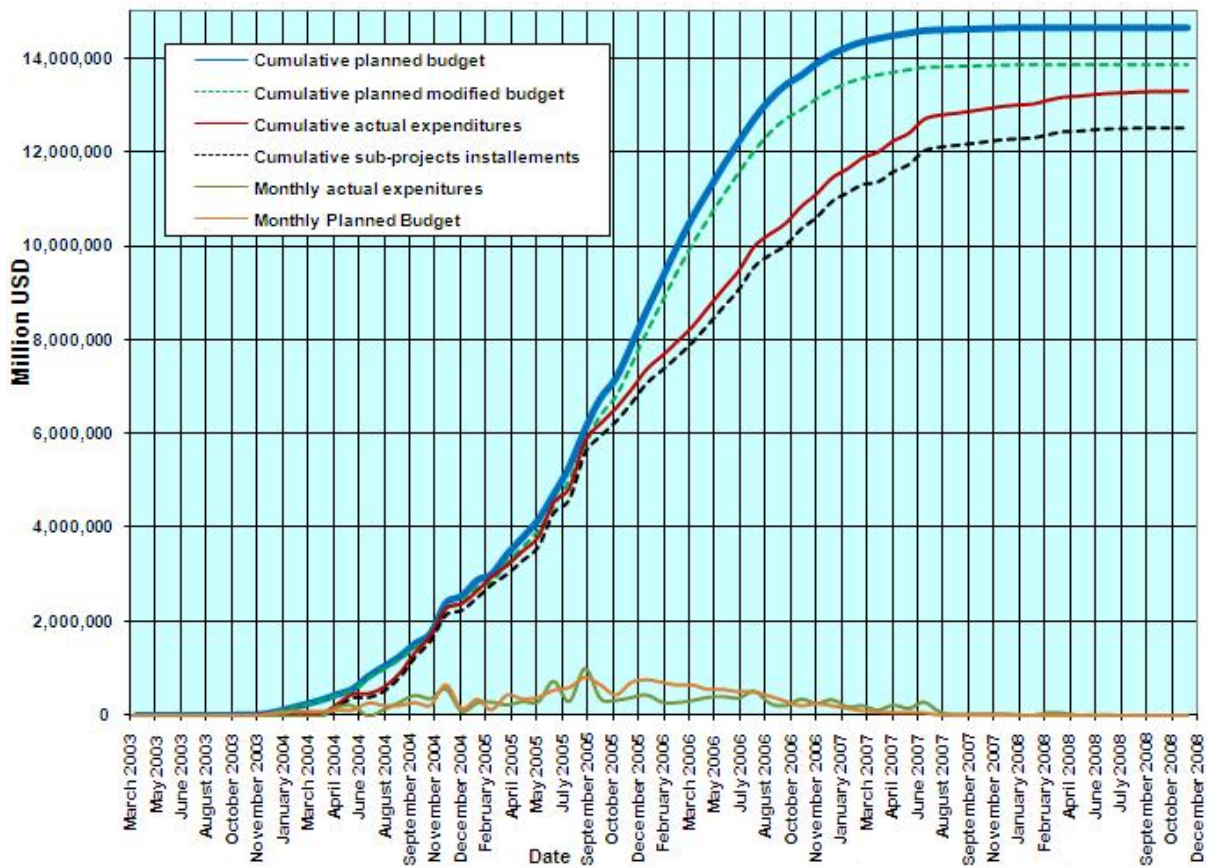


Fig.(9) Progress of HEEPF disbursement with time

9. HEEPF Handing-Over Documents

With the completion of implementation of the first phase of HEEPF, HEEPF management will deliver the following handing-over documents to PMU:

- Funded projects' documents including: signed contracts, progress reports, final report, hand-over documents, correspondences, soft and hard copies of deliverables and publications.
- Documents related to HEEPF management,
 - Web-site (in Arabic and English).
 - Electronic database for funded projects.
 - Electronic archiving system on Jupiter system for documents of funded projects and HEEPF management.
 - Hard and Softcopy of HEEPF final report (6 Parts and 12 Annexes).
 - HEEPF library contents in hard copy format and electronic database (collection of HEEPF funded projects deliverables including 1666 items in addition to HEEPF publications).
- HEEPF Publications including:
 - HEEPF Brochures (1 in Arabic and 2 in English)
 - Summaries of the HEEPF Funded Projects (in English/Arabic)
 - HEEPF Performance Appraisal by Egyptian Universities - 4 Parts (in Arabic)
 - HEEPF Phase I - Facts and Achievements (in Arabic)
 - Evaluation of HEEPF Phase I and Future Prospective-Phase I Documentation (in Arabic)
 - HEEPF Specialized Booklet Series - 9 Parts (in Arabic)
 - § HEEPF Achievements in Phase I.
 - § Academic Development in Higher Education Enhancement.
 - § Development of Labs and Learning Environment in Higher Education Enhancement.
 - § E-Learning and Simulation Labs in Higher Education Enhancement.
 - § Information Technology and Knowledge Resources in Higher Education Enhancement.
 - § Specialized and Interdisciplinary Centers in Higher Education Enhancement.
 - § Restructuring, Management Systems & Quality Assurance and Accreditation in Higher Education Enhancement.
 - § Development of Human Resources.
 - § Sustainability Mechanisms in Higher Education Enhancement.
 - Intellectual Property Guidelines for HEEPF projects (in Arabic).