

HEEPF Progress Report March- June 2004

By

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I. Introduction:

HEEPF Definition:

HEEPF is a part of the loan agreement ,loan number 4658 EGT, dated April 2002, between the ARE and IBRD to support and Finance priority areas of the strategic plan of the higher Education Enhancement Project HEEP. The amount of the loan allocated for HEEPf Grants equal to 12,000,000 USD.

HEEPF general Objective is:

Support improvements in the quality, relevance & efficiency of higher education at Egyptian public universities and higher education institutions.

HEEPF specific objectives are as follows:

- 1- Support the creation or upgrade of the quality of academic programs.
- 2- Forge stronger links between the university and non-university institutions with business and industry.
- 3- Skills/professional development upgrading among faculty members through short courses and targeted training.
- 4- Collaboration with industry and/or non-university institutes to promote on-the-job training, work-study programs, and other initiatives which foster closer ties with the workplace.
- 5- Upgrade for the quality and relevance of teaching as well as technical services
- 6- Support the creation of knowledge resources.
- 7- Support Institutional management effectiveness.

HEEPF Procedures:

The HEEPf procedures are based on cooperation and competition among participating departments, faculties and universities/ higher education institutions.

The competition will be completely transparent and will strictly adhere to the published HEEPf documentation.

RFP will be announced around specific themes determined according to real needs assessments approved by HEEPFC.

Following categories are planned for projects*:

- Small project costing not more than 50.000 US\$ for a duration up to 12 months.
- Medium project costing ranging from 51.000 to 150.000 US\$ for a duration up to 24 months.
- Large project costing ranging from 151.000 to 250.000 US\$ for a duration up to 30 months.

* Size limits of the projects are to be reduced in the 3rd RFP cycle: S ≤50K\$, M ≤ 100K\$, L ≤ 150K\$.

Based on the previously mentioned goals and objectives, HEEPF has launched 1st & 2nd RFP cycle through which 41 & 36 project proposals were approved for funding respectively.

Through out the two cycles, HEEPF has carried out a number of activities that aimed at providing support for the approved for funding projects, established monitoring teams to provide close and direct monitor and support for projects, help projects teams in professional development aspect specially with regard to project management knowledge and skills that comply with HEEPF general and specific objectives as well as projects needs and requirements.

The following is a brief account for HEEPF performance, carried out activities, problems and constrains faced and the impact of all that on the higher education sector in Egypt.

II. Approved implementation plan for HEEPF:

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

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

This plan was represented in the form of the following time schedule:

Planned overall time schedule (Updated Jan. 2004):

Activity Type/stage	Activity description	Duration (weeks)	Start date	Finish date
Second RFP	Training, General & Specific Workshops	7	10 Feb. 04	29 Mar. 04
	RFP Preparation & Submission	10	19 Jan. 04	30 Mar. 04
	Evaluation Process	6	01 Apr. 04	15 May. 04
	Selection, Awarding & Grant Contracting	6	16 May. 04	10 Jun. 04
Third RFP	Training, General & Specific Workshops	15	11 Jun. 04	17 Sep. 04
	RFP, Preparation & Submission	15	11 Jun. 04	17 Sep. 04 15 October

	Evaluation Process	8	18 Sep. 04	12 Nov. 04
	Selection, awarding & grant contracting	5	13 Nov. 04	17 Dec. 04
Fourth RFP	Prepare Modified HEEPF Documentation	5	12 Nov. 04	17.Dec.04
	TOT, General& Specific Workshops	9	17 Dec. 04	18 Feb. 05
	RFP, Preparation & Submission	9	17 Dec. 04	18 Feb. 05
Implementation& monitoring of funded projects	PIs Training on management of projects	7	26Feb. 04	29 Mar. 04
	Follow up of projects implementation			
	First cycle projects		26 Feb. 04
	Second cycle projects		10 Jun. 04
Evaluation& Impact Assessment	Evaluation& Impact Assessment	12	18 Dec. 04	11 Mar. 05
HEEPF Management Reports	Progress Report 3	4	15 Jun. 04	15 jul.04
	Progress Report 4 *	4	15 Dec. 04	15 Jan. 05

III- HEEPF Performance: (Jan-June 2004).

The HEEPF was able to execute the pre-planned activities in this period of time as follows (See Annex)

Activity Type/stage	Activity description	Duration (weeks)	Start date	Finish date
2 nd RFP	Training, General& Specific Workshops	7	10 Feb. 04	29 Mar. 04
	RFP Preparation& Submission	10	19Jan. 04	30 Mar. 04
	Evaluation Process	6	01 Apr. 04	15 May. 04
	Selection, Awarding& Grant Contracting	6	16 May. 04	10 Jun. 04
Implementation& monitoring of funded projects	PMs Training on management of projects	7	26Feb. 04	29 Mar. 04
	Follow up of projects implementation			
	First cycle projects		26 Feb. 04
HEEPF Management Reports	Progress Report 3	4	15 Jun. 04	15 jul.04

Here is an illustration of what was achieved according to the pre-planned time schedule:

1. HEEPF 1ST CYCLE GRANTS AGREEMENT CONTRACTING:

The RFP 1st call ended on 3rd of Oct. 2003 by receiving 123 projects from all public universities. After evaluation procedures for those projects, 41 projects were approved for funding based on evaluators remarks and HEEPF priority considerations.

HEEPFC approved the recommendations given by the 1st cycle evaluation process team regarding required modifications for the recommended list of projects both in the academic and financial regards for the 41 successful projects. Based on which, 40 projects out of 41 were able to carry out required modifications and hence were approved for funding.

A committee headed by Dr. Osama El-Fouly to write the contract for the 1st RFP successful projects in both English and Arabic versions. HEEPF approved the contracts developed on HEEPF board meeting dated 17/2/2004. Based on the HEEPF committee, grant agreement contract was submitted for "No Objection" to the World Bank. Based on feedback given by Dr. Mahmoud Gamal El-Dein, slight modifications were made and final version of contract was developed and ready to be signed.

A time schedule was set for contract signing visits for 10 universities and HEIs through which contracts were signed by three parties: The executive director of the HEEPF, the president of the university and the project manager. The contract signing visits time schedule is as follows:

University	Date	No. of contracts
Alexandria University	Sunday, February 29 th	6
Zagazig University	Monday, March 1 st	6
Menofia University	Tuesday, March 2 nd	2
Cairo University	Tuesday, March 2 nd	7
Assuit University	Tuesday, March 9 th	5
South Valley University	Wednesday, March 10 th	4
Ain Shams University	Monday, March 15 th	5
Helwan University	Tuesday, March 16 th	3
Tanta University	Saturday, March 20 th	2

40 projects' grant agreement contracts were signed in nine universities except one project for HEI at the MOHE. Problem with this project is illustrated in **section V** of the report.

2. TRAINING:

41 projects were approved for funding in the RFP 1st call from all public universities. To assist the projects achieve quality implementation for the approved projects, HEEPF held two workshops for project management: the first of which was on Wednesday the 31st of March 2004 and dealt with contract management in addition to monitoring and reporting system to be followed during implementation; through which project managers expressed the need for a detailed monitoring mechanism that they can follow during implementation.

In this regard, HEEPF arranged for the 2nd workshop for projects' management to focus on the technical and financial monitoring system in which project managers get to know about guidelines and forms to be used in the periodical progress reports. More information about the two training workshops are mentioned below:

Activity Code	Event	Date	Location	Purpose/Justification/ Major Outcomes	Participants
TR03	Project management training workshop (1)	31/3/04	Faculty of Engineering, Cairo University	The training addressed basic concepts of project management as a prerequisite prior to implementation of successful projects.	100 participants representing project managers, UPMUD and projects management team members
TR04	Project Management training workshop (2)	31/5/04	Faculty of Engineering, Cairo University	The training aimed at introducing technical and financial monitoring system adopted by HEEPF as well as guidelines and forms used in this regard.	30 project managers, 12 UPMUD and 24 project management team members.

A- Specific Objectives:

The specific objectives for the training provided were:

- Introduction to the basic concepts of project management.
- Management cycle and project planning.
- Common worries and faults or problems that project managers might face.
- HEEPF followed monitoring system.
- Tools and forms needed in the monitoring system.
- Technical monitoring mechanism for projects.
- Financial monitoring mechanism for projects.
- Required documentation for writing the progress report including both the technical and financial monitoring for projects.

Based on the feedback given by participants at the end of each workshop, further training and awareness workshops are to be planned and arranged for.

3. RFP 2ND CALL:

Based on HEEPF Manual and the Applicants Guidelines, HEEPF 2nd Cycle of RFP was launched on 16th of January 2004 through an orientation meeting attended by the directors of the Projects Management Units in the universities

to discuss both the guidelines and the accepted standards of proposal submission. Consequently, all Proposals were submitted on or before the submittal deadline of 30th of March 2004. HEEPF received a total of 144 proposals. All higher education institutes responded to the call for proposals. When it came to the number of proposals submitted by individual university, Zagazig University led other institutions with a total of 23 proposals. Proposals submitted by other institutes ranged from twenty two to four. In addition, proposals also covered all project types as shown in table (2) with the area of capacity building receiving 48 proposals which is the highest. The following are some illustrative tables and charts for the project proposals submitted:

Table 1 – Distribution of Projects per University after Each Evaluation Step

<i>University</i>	<i>Total Number of Proposals Submitted</i>
Ain Shams	6
Alexandria	19
Assiut	11
Cairo	22
Helwan	14
Mansura	14
Menia	6
Minofia	7
MOHE	4
Suez Canal	5
South Valley	8
Tanta	5
Zagazig	23
Total	144

Chart 1 – Distribution of Submitted Projects per University

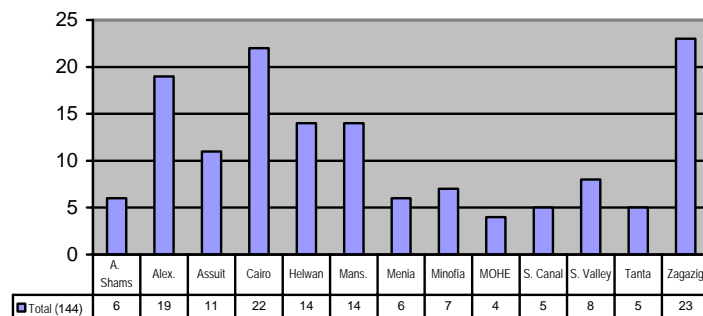


Table (2) Distribution of submitted project proposals by category:

<i>Category</i>	<i>Total Number of Submitted Proposals</i>
Academic Program (AP)	17
Capacity Building (CB)	48
Curriculum Development (CD)	36
Information Technology (IT)	30
Knowledge Resources (KR)	3
Quality Assurance (QA)	9
Research (Res)	1
Total	144

4. EVALUATION AND SELECTION PROCESS

On 19/4/2004 HEEPF- Committee agreed on the proposed evaluation procedure, the detailed time-frame, the recommended composition of the team of evaluators, as well as the Evaluation Management Team (EMT).

On 14/06/2004 HEEPF- Committee agreed on the proposed evaluation procedure, the detailed time-frame, the recommended list of evaluators, as well as the evaluation management team

The following table illustrates the evaluation process procedures time plan:

Date/ period	Procedures	Participants
April 1 st – April 22 nd , 2004	<ul style="list-style-type: none"> . Classification and sorting of received proposals. . Pre-screening of submitted proposals. . Preparation for evaluation workshop. . Identification & communication with Experts and expatriates. 	HEEPF Staff
April 25 th – April 29 th , 2004	<ul style="list-style-type: none"> . Evaluation workshop: <ul style="list-style-type: none"> - Academic evaluation. - Financial Evaluation. - Preparation of summary sheets/reports for each proposal. 	Peer Reviewers and evaluation management team.
May 3 rd -May 15 th	<ul style="list-style-type: none"> . Applying priority considerations. . Ranking of all projects: per size and per window. . Analyzing evaluation results. . Preparation of evaluation report. 	HEEPF Staff.
May 15 th –May 24 th	<ul style="list-style-type: none"> . Fine tuning the list of successful proposals. . Deciding on overlap and duplications. . Consulting/defining the final recommended list of successful 	HEEPF Staff

	projects.	
Monday, June 14 th	. Approval of selected proposals	HEEPFC board
June 15 th - July 8 th	. Award notification . Discussing revision for preliminary approved projects based on evaluators remarks.	HEEPF staff
	. Grant Agreement contracting.	HEEPF Staff

The Evaluation Steps

HEEPF Committee also approved the general rules and criteria of the evaluation process. Those are illustrated in the attached Flow Chart, and guided by the following steps:

1. **Academic Evaluation**
2. **Financial Evaluation**
3. **projects Ranking**
4. **Priority considerations**
5. **Recommended Successful Projects**

Evaluation report Annex illustrates a full conclusive list of the 42 successful projects recommended for funding.

Analysis of The Final Results of The Evaluations

A statistical analysis illustrating the distribution of projects per university, type of project and project size for each evaluation step was done. The tables below show the results of evaluation and sorting processes for submitted proposals¹.

Table 1 – Distribution of Projects per University after Each Evaluation Step

<i>University</i>	<i>Total Number of Proposals Submitted</i>	<i>Number of Proposals After Academic Evaluation</i>	<i>Number of Proposals After Acad. & Financial Evaluation</i>	<i>Number of Proposals after Priority Considerations</i>	<i>Budget requested after Priority Considerations in Thousands US Dollars</i>
Ain Shams	6	5	5	3	319
Alexandria	19	8	5	5	536
Assiut	11	7	7	4	558
Cairo	22	7	6	4	618
Helwan	14	9	8	6	673
Mansura	14	6	5	5	601
Menia	6	0	0	0	0 *
Minofia	7	3	2	1	97
MOHE	4	1	1	1	110
Suez Canal	5	1	1	1	250

¹. The Evaluation report annexes include all the tables, charts, and their full text explanation and analysis.

South Valley	8	3	3	2	287
Tanta	5	2	2	1	142
Zagazig	23	8	7	3	265
Total	144	60	52	36	4,5 m

- No successful proposals

Chart 1 – Distribution of Projects per University after Each Evaluation Step

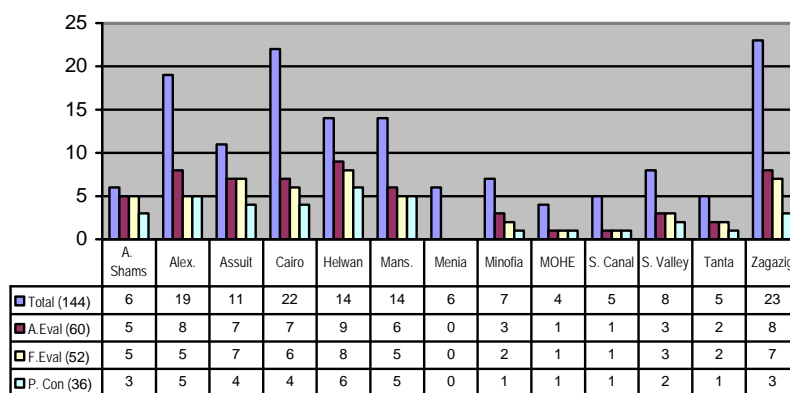


Table 2 – Distribution of Projects per Category after Each Evaluation Step

Category	Total Number of Proposals Submitted	Number of Proposals After Academic Evaluation	Number of Proposals After Academic & Financial Evaluation	Number of Proposals after Priority Considerations
Academic Program (AP)	17	7	4	4
Capacity Building (CB)	48	20	18	12
Curriculum Development (CD)	36	17	16	9
Information Technology (IT)	30	9	9	6
Knowledge Resources (KR)	3	1	1	1
Quality Assurance (QA)	9	6	4	4
Research (Res)	1	0	0	0
Total	144	60	52	36

Chart 2: distribution of projects per category

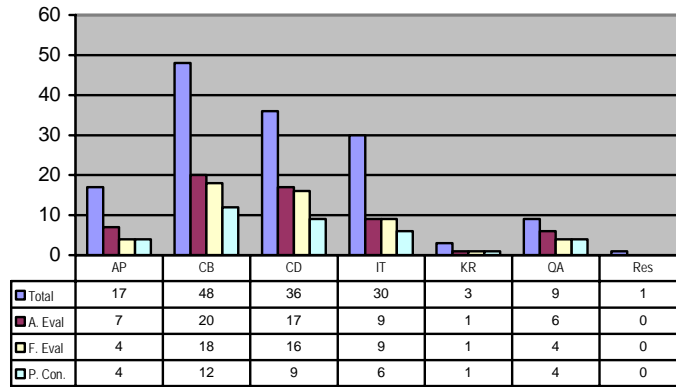
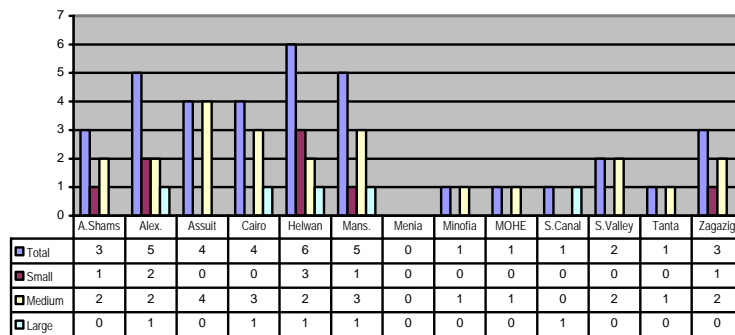


Table 3 – Distribution of Projects per University According to Project Size

<i>University</i>	<i>Small Projects</i>	<i>Medium Projects</i>	<i>Large Projects</i>
Ain Shams	1	2	0
Alexandria	2	2	1
Assiut	0	4	0
Cairo	0	3	1
Helwan	3	2	1
Mansura	1	3	1
Menia	0	0	0
Minofia	0	1	0
MOHE	0	1	0
Suez Canal	0	0	1
South Valley	0	2	0
Tanta	0	1	0
Zagazig	1	2	0
Total	8	23	5



Evaluators' recommendations:

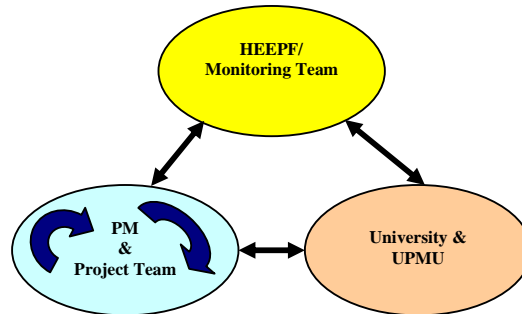
Based on the real experience of the selected team of expert evaluators, a Brain Storming session was organized at the end of the last day of work to get their input on how the whole process could be improved. Recommendations constitute the outcome of this highly interactive session².

5. HEEPF MONITORING SYSTEM:

HEEPF has established a monitoring system for funded projects on three levels:

- 1- Project Internal Monitoring System.
- 2- Intra-Monitoring System (Project Management Team – University/UPMU)
- 3- HEEPF Project Monitoring Mechanism.

The following diagram illustrates the contents and relationships between the three levels of monitoring.



1- Project Internal Monitoring System:

The first and most important stage of the project monitoring is the internal monitoring done by the Project Management Team led by the Project Manager for each and every single activity taking place within project management procedures. It implies defining team members roles and responsibilities, documentation for board meetings, keeping track of supporting documents for expenditures, work hours.. etc.

These processes are to be carried out on a continuous and regular basis and would serve as supporting documents for the regular reports to be submitted for other agencies.

HEEPF provides a package of reference forms to be used in each occasion. (See ANNEX for financial forms, progress reports, ..).

2- Intra-Monitoring System (Project Management Team – University/UPMU)

The Project Management Team led by the Project Manager (PM) and the university/ UPMU have a joint responsibility to provide quality implementation for the projects funded by HEEPF. Thus, there should be a monitoring system that coordinates reporting system between the project team and the university/ UPMU.

² - Refer to Annexes for the comprehensive evaluation report.

Project Manager should coordinate with the university/ UPMU in all issues related to the project special account, issuing of checks and other financial matters based on instructions provided by HEEPF, and in accordance with World Bank regulations and guidelines.

UPMU is responsible for the management of the projects special accounts, recording the progress of the projects based on its milestones and deliverables.

3- HEEPF Project Monitoring Mechanism.

The monitoring system that the HEEPF follows with all funded projects is carried out through the following three components:

- External monitoring team.
- Regular meetings and
- Continuous professional development for project managers and team members.

The following is an illustrative account for those three components:

A- The monitoring team:

The External monitoring team is composed of two academic and one financial experts. The role of the team is to carry out site visits, provide consultation for project team members, study proposals submitted for “No Objection” or “Request for change” and receive, study and verify periodical reports (quarterly/semiannual/annual and final reports) provided by projects teams.

Reports submitted by project team for the monitoring team should follow reporting formats provided by HEEPF. Such reports should cover the scope of technical and financial aspects of the project. It should justify any requests for installments, purchases, hiring external experts and other expenditures. (SEE Guidelines ANNEXES attached to Grant Agreement).

B- Periodical meetings:

Periodical meetings are to be arranged by HEEPF management on regular basis (semi-annually/ once each six months) to solve any frequent problems that may face project implementation, exchange experiences among different projects teams and provide consultation at any subject matter, as needed.

C- Professional development:

HEEPF supports the continuous professional development for projects team members to achieve maximum benefit for the project. This professional development can be in the form of training workshops, seminars, brainstorming sessions, evaluation conferences, etc., through which projects teams share their experience with others, get to know new trends in project management, and receive training in different aspects relevant to their projects implementation.

The Monitoring system structure could be explained through the following HEEPF Projects Monitoring Systems Matrix:

HEEPF Projects Monitoring Systems Matrix

Monitoring Level	Accountable Party	Responsibilities	Reporting to/ Communicate with
1- Internal Monitoring System	<ul style="list-style-type: none"> • Project Management Team led by Project Manager 	<ul style="list-style-type: none"> • Document Technical Management. • Document Financial Management. • Project Tracking and Reporting System. 	<ul style="list-style-type: none"> • UPMU-Director. • UPMU (Financial Procurement) • HEEPF
2- Intra-Monitoring System	<ul style="list-style-type: none"> • UMPU Director. 	<ul style="list-style-type: none"> • Monitoring & managing the projects special accounts. • Tracking progress of the projects. • Verification projects' deliverables (Milestones, Outputs, Outcomes and Impact) • UPMU Reports. 	<ul style="list-style-type: none"> • University management. • HEEPF-management.
3- External Monitoring Mechanism	<ul style="list-style-type: none"> • HEEPF Management. • External Monitoring Team 	<ul style="list-style-type: none"> • Monitoring Technical Implementation. • Monitoring Financial Implementation and project special account. • Evaluation and verification of the periodical progress reports. • HEEPF Reporting system. • Monitoring through periodical meetings/ conferences of projects Management teams. • Monitoring through efficient and tailored capacity building programs for projects teams. 	<ul style="list-style-type: none"> • HEEPF. • UPMU. • University. • Projects' management teams & Projects Managers.