



**Higher Education Enhancement Project Fund  
Projects' Management Unit  
96, Ahmed Orabi St., Mohandeseen,  
Giza, Arab Republic of Egypt  
Website: [www.heepf.org.eg](http://www.heepf.org.eg)  
Tel: (202) 345-8610/12/13/14/15  
Cell: (10-12) 319-8452  
Fax: (202) 3458611**

## **List of Terms and Abbreviations**

HEEP	Higher Education Enhancement Project
HEEPF	Higher Education Enhancement Project Fund
HEEPF Director	Individual appointed by the Minister of Higher Education
HEEPFC	Higher Education Enhancement Project Fund Committee
HEI	Higher Education Institute
NGO	Non-Governmental Organization
PMU	Project Management Unit
Principals	Authors of funded proposals (referred to as "Proponents" while projects are under review)
RFP	Request for Proposals
SAI	Special Account for Institution
SCTC	Supreme Council of Technical Colleges
SCU	Supreme Council of Universities
TC	Technical College
UPMU	University Project Management Unit

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## HEEPF Second Annual Progress Report March 2003 – March 2005

### Section I. HEEPF Definition:

#### ***1.1. HEEPF Definition:***

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

#### ***1.2. HEEP Priority consideration:***

- 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).

#### ***1.3. HEEPF general Objective is:***

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

#### ***1.4. HEEPF Specific Objectives***

- Support the creation or upgrade of the quality of academic programs.
- Forge stronger links between the university and non-university institutions with business and industry.
- Skills/professional development upgrading among faculty members through short courses and targeted training.
- 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.
- Upgrade for the quality and relevance of teaching as well as technical services
- Support the creation of knowledge resources.
- Support Institutional management effectiveness.

#### ***1.5. 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 HEEPF.

HEEPF will support initiatives and activities through three windows:

**Academic Window** focuses on fostering excellence in undergraduate and graduate program of study.

**Entrepreneurial window** supports cooperation between post-secondary institutions and non - academic partners.

**Management window** supports the enhancement of management and administration in the higher education system.

#### ***1.6. Nomination of HEEPFC and HEEPF- Director***

Nomination of HEEPFC and HEEPF- Director was according to the ministerial Decree No.1413, dated September,26 2003 to include the following members:

- HEEPFC: Prof. Dr. Osama Elfouly  
Prof. Dr. Ahmed Amin Hamza  
Prof. Dr. Maghawri Shihahta Diab  
Prof. Dr. Ali Soliman Hozein  
Prof. Dr. Yumn Mohamed Alhamaky  
Prof. Dr. Mohamed Tawfic Ahmed  
Dr. Ismail Osman  
Dr. Hany Seif Elnasr  
Dr. Rowaida Sobhy Mohamed
- HEEPF- Director:  
Prof. Dr. Galal Abdel Hamid Abdellah

HEEPF has started executing the approved plan on March 2003. Within reporting system adopted by HEEPF, progress reports have been issued to elaborate the numerous activities that have been carried out and a number of outputs/outcomes that have been accomplished.

#### ***1.7. HEEPF Approved Implementation Plan:***

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

- Preparation of Basic HEEPF Documentation.
- Awareness Building & Dissemination of Information.
- Needs Assessment Studies.
- 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.

HEEPF has worked on many activities and initiatives to achieve the approved implementation plan and reach the assigned outputs and outcomes that achieve the adopted specific objectives.

## Section II. HEEPF Performance & Outcomes (Mar. 03- Mar. 05):

According to the previously provided Implementation plan, HEEPF was supposed to work on different arenas so as to ultimately achieve the aspired objectives and plan. HEEPF scope of activities and resulted outputs and outcomes could be summed up in the following areas:

### **II.1. Information and Promotion activities:**

The HEEPF information and promotion strategy has been planned on two levels:

- Strategic level (University top management, the Sector committees of the SCU)
- Academic community level at the universities/ HEIs.

HEEPF has worked on increasing the scope and impact of dissemination and awareness about its own activities through the following:

#### **II.1.1. Awareness and Orientation Seminars & Workshops:**

Several workshops and meetings have been organized at all Egyptian Universities and Higher technical institutes to inform faculty members at different universities about HEEPF procedure, scope and priorities and as well to announce request for proposals calls. The total number of participants for these seminars and workshops reached 3200 participants across the past four cycles

#### **II.1.2. Site visits to universities:**

During the preparatory activities for HEEPF 3<sup>rd</sup> RFP, site visits were paid for all universities and HEIs where HEEPF objectives, priorities and scope of work have been disseminated among participants.

#### **II.1.3. HEEPF Website:**

A reliable website has been developed at [www.heepf.org.eg](http://www.heepf.org.eg) in order to have a better communication channel with potential applicants as well as funded projects management team members. The website is designed in a dynamic feature that enables users to use it as a management tool in submitting documents as well as uploading and downloading files/folders.

#### **II.1.4. Publications:**

HEEPF has issued a series of publications and documents to provide information about HEEPF and to help potential applicants satisfy HEEPF scope of work and priorities.

### ***OUTPUTS & OUTCOMES (Item II.1)***

***Outputs and outcomes of the awareness and promotion activities are:***

- a. Applicants' Guidelines (4 versions)***
- b. Application forms (4 Arabic & English Versions)***
- c. HEEPF Brochure: General Information, September 2004***
- d. HEEPF First Cycle Funded Projects' Summaries.***
- e. HEEPF Second Cycle Funded Projects' Summaries.***
- f. HEEPF Third Cycle Funded Projects' Summaries.***
- g. Website: [www.heepf.org.eg](http://www.heepf.org.eg)***

## **II.2. Training:**

HEEPF has been actively working on the training and assistance of the Egyptian Higher Education Staff. In this regard several brain storming and advisory sessions as well as training workshops have been organized for potential applicants. 3500 Participants were trained. In the preparation for both the second and fourth cycles of RFP, HEEPF has been actively working on the training for university experts in the form of TOT mechanism that would enable the experts to train applicants at the university site and follow up with potential applicants in writing their proposals.

HEEPF has started a series of project management workshops that could be represented in:

**II.2.1. Project Management Workshop (1)** that was held on 31<sup>st</sup> of March 2004 with a total number of 96 participants representing UPMUDs, Financial officers at Egyptian universities and 1<sup>st</sup> cycle projects' management team members.

**II.2.2. Project Management Workshop (2)** that was held on the 31<sup>st</sup> of May 2004 with a total number of 66 participants representing UPMUDs, Financial officers at Egyptian universities and 1<sup>st</sup> cycle projects' management team members.

**II.2.3. Project Management Workshop (3)** that was held on the 1<sup>st</sup> of September 2004 with a total number of 85 participants representing UPMUDs, Financial officers at Egyptian universities and 2<sup>nd</sup> cycle projects' management team members

**II.2.4. Project Management Workshop (4)** that was held on the 22<sup>nd</sup> of November 2004 team members of second cycle funded projects, universities financial officers and projects accountants were trained on project management, including financial planning and HEEPF employed reporting system. 82 participants joined the workshop activities.

**II.2.5. Project Management Workshop (5)** that was held on the 13<sup>th</sup> of February 2005 for the management team members of third cycle funded projects, workshop was attended by a number of 96 participants representing all funded project managers, team members and UPMUDs.

**II.2.6. Specific Workshops:** HEEPF has started a series of technical support workshops. First of which was the E-learning workshop that was held on Sunday, the 25<sup>th</sup> of July 2004 with a total number of 32 participants representing 1<sup>st</sup> & 2<sup>nd</sup> cycle projects' management team members that work in e-learning theme relevant projects.

**II.2.7. Financial Training Workshops:** Based on the recommendations given by project team members in the first meeting, four different financial training workshops were held for projects accountants and financial officers, two of which were located in Alexandria and two were held at the HEEP location. An average of 30 participants (project managers, accountants and financial officers) attended different training workshops with a total of 123 participants. Three more workshops took place during January.

**II.2.8. OUTPUTS & OUTCOMES (Item II.2)<sup>1</sup>:**

- **Project management (1) workshop (total no. of 96 Participants)**
- **Project management (2) workshop (total no. of 66 Participants)**
- **Project management (3) workshop (total no. of 85 Participants)**
- **Project management (4) workshop (total no. of 82 Participants)**
- **Project management (5) workshop (total no. of 98 participants)**
- **E-learning workshop (total no. of 32 participants)**

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<sup>1</sup> - Reports about workshops are available upon request.

### **II.3. Requests For Proposals RFP:**

HEEPF has issued so four rounds, three of them were funded and started implementation, while the fourth has been issued and project proposals were submitted. The following are brief accounts for what was performed in this regard:

#### **II.3.1. First cycle:**

- **Call & Submission:**

The 1<sup>st</sup> Cycle of RFP was launched on 7 June 2003 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 submission deadline of 3 October 2003. The total number of submitted proposals is 123.

- **Evaluation and Selection process:**

On 02/12/2003 HEEPF- Committee agreed on the proposed evaluation procedure, the detailed time-frame, the recommended list of evaluators, as well as the evaluation management team. HEEPF Committee also approved the general rules and criteria of the evaluation process.

41 projects from 10 universities and Higher Institutes were approved after academic, financial and priority considerations evaluations.

- **Grant Awarding & Contracting:**

On 01/04/2004, grant agreement contracts were signed for a number of 40 projects which indicates that starting date of projects implementation.

#### **II.3.2. Second Cycle:**

- **Call & Submission:**

The Second call of HEEPF was launched on the first week of January 2004. The deadline for submission of proposals is the 30<sup>th</sup> of March, 2004. Based on the results of the first cycle and recommendations provided by evaluators and experts who took part in the evaluation process, a complete revision of the application form and the application guidelines manual took place.

On March 30<sup>th</sup> 2004 (the assigned deadline for 2<sup>nd</sup> cycle RFP), 144 project proposals were submitted from all universities and HEIs. A comprehensive database for all submitted project proposals was developed including all primary data and information.

- **Evaluation & Selection**

02/05/2004 HEEPF- Committee agreed on the proposed evaluation procedures. 36 project proposals were approved for funding.

- **Grant Awarding & Contracting:**

On 28/08/2004, grant agreement contracts were signed for a number of 36 projects which indicates that starting date of projects implementation. This has increased the number of projects that are monitored by HEEPF to 76 projects.

#### **II.3.3. Third Cycle:**

- **Call & Submission:**

On 28/08/2004 the 3<sup>rd</sup> cycle RFP was launched through an announcement made on the contract signing day. In preparation for 3<sup>rd</sup> cycle RFP, many activities were carried out including the revision of HEEPF Priorities, project sizes and duration, revision of HEEPF documents, visits to different

universities local campuses and continuous support for UPMUs. Moreover, QA sub-category was eliminated from HEEPF priorities since the QAAP is currently funding the same category of projects.

Universities field visits took place between 12<sup>th</sup> and 29<sup>th</sup> of September 2004 during which different workshops and meetings were held.

On 20/10/2004 (the deadline for 3<sup>rd</sup> RFP submission) or earlier, all universities and TCs submitted their project proposals. 100 project proposals were submitted.

- **Evaluation & Selection:**

Evaluation process followed a number of procedures as follows:

1. Pre-screening.
2. Academic Evaluation.
3. Financial Evaluation.
4. Projects Ranking.
5. Priority considerations.

- **Grant Awarding & Contracting:**

On the 1<sup>st</sup> of February 2005, a ceremony was held at the SCU for grant awarding and contract signing of HEEPF funded Projects. This would launch the implementation of the approved for funding projects.

#### **II.3.4. Fourth Cycle:**

- **Call & Submission:**

HEEPF inaugurated the 4<sup>th</sup> cycle request for proposals on the 14<sup>th</sup> of February 2005 through a TOT workshop that meant to train potential trainers at different universities and Technical Colleges to lead the training of potential applicants on how to write project proposals according to HEEPF scope, priorities and procedures.

On the 16<sup>th</sup> of April 2005 or earlier, 196 project proposals were submitted to HEEPF representing different windows, sub-categories, sizes and national priorities. Evaluation process are planned to take place in the period 16<sup>th</sup> to 19<sup>th</sup> of May 2005.

The following charts illustrate the results of the submitted proposals per university:

#### **OUTPUTS & OUTCOMES (Item II.3.):**

**Outputs and outcomes of the first four cycles Request for proposals are as follows:**

- **No. of submitted project proposals in the first three cycles = 367**
- **No. of funded projects in the first three cycles = 113**
- **Allocated budget for the funded projects ~ 6 ½ m. L.E.**
- **Execution time ranging between 12 to 30 months**
- **No. of academic staff members & university experts involved directly in the implementation of the funded projects = 1500**
- **No. of Faculties participating in HEEPF projects = 80**
- **No. of proposals submitted to the 4<sup>th</sup> round is 196 proposals, where selection procedures are being processed.**

**Analysis of the request for proposals outputs and outcomes:**

Chart (1) illustrate the distribution of the funded projects in the first three cycles per university

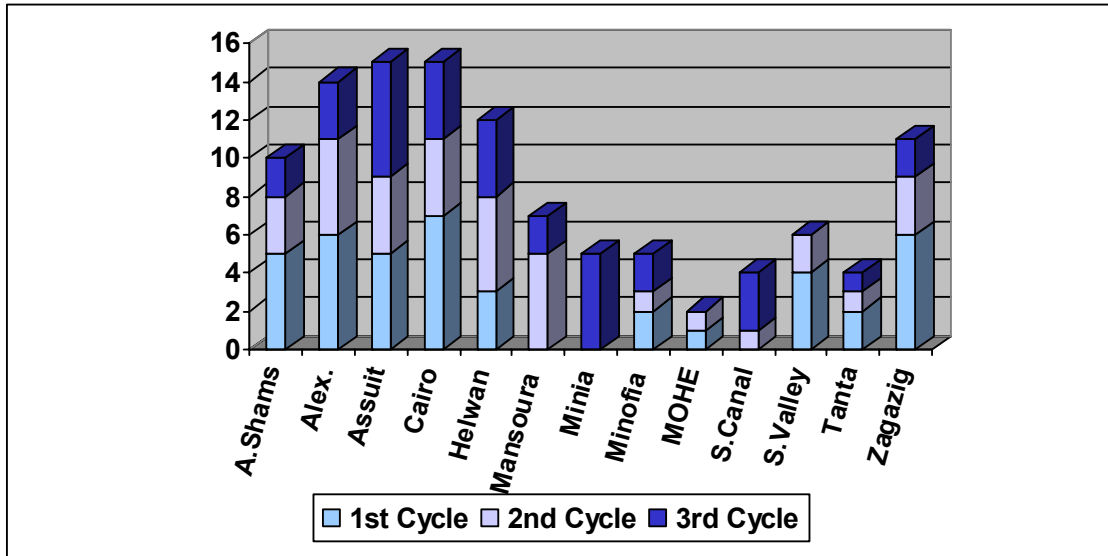
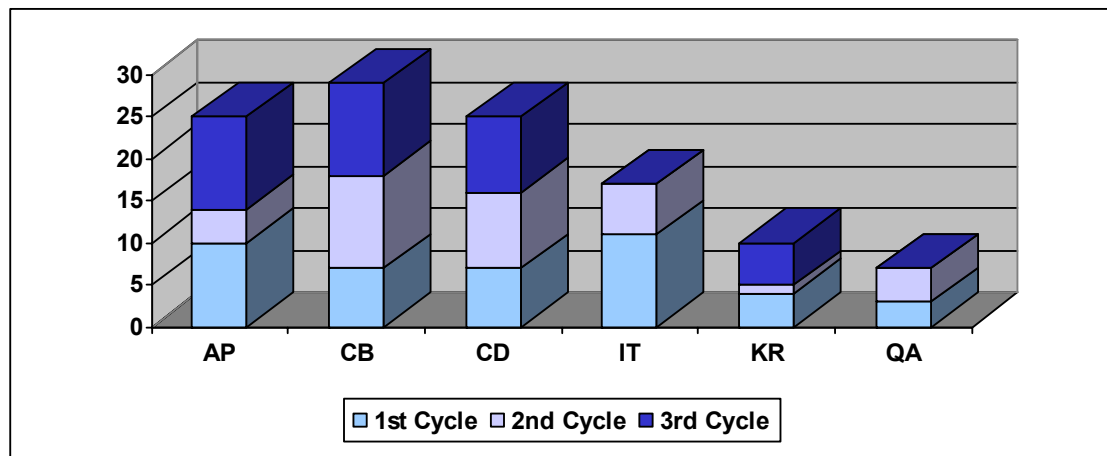


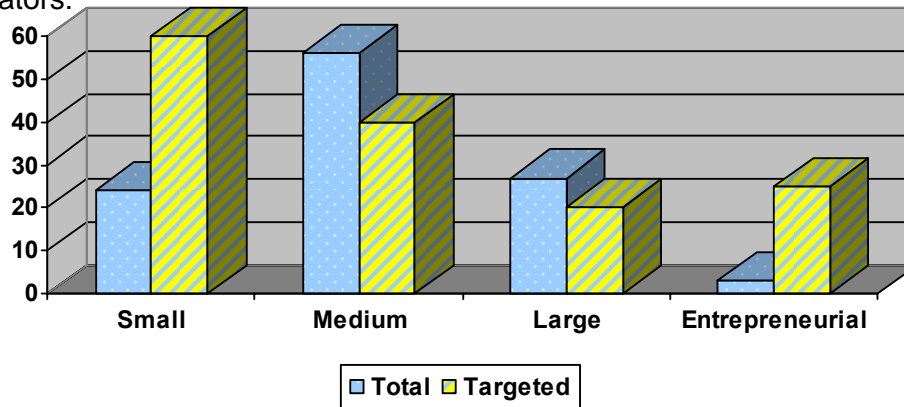
Chart (2) illustrates the distribution of the funded projects in the first three cycles according to sub-categories\* :



Funded Cycles	AP	CB	CD	IT	KR	QA
1st Cycle	10	7	7	11	4	3
2nd Cycle	4	11	9	6	1	4
3rd Cycle	11	11	9	0	5	0
<b>Total</b>	<b>25</b>	<b>29</b>	<b>25</b>	<b>17</b>	<b>10</b>	<b>7</b>

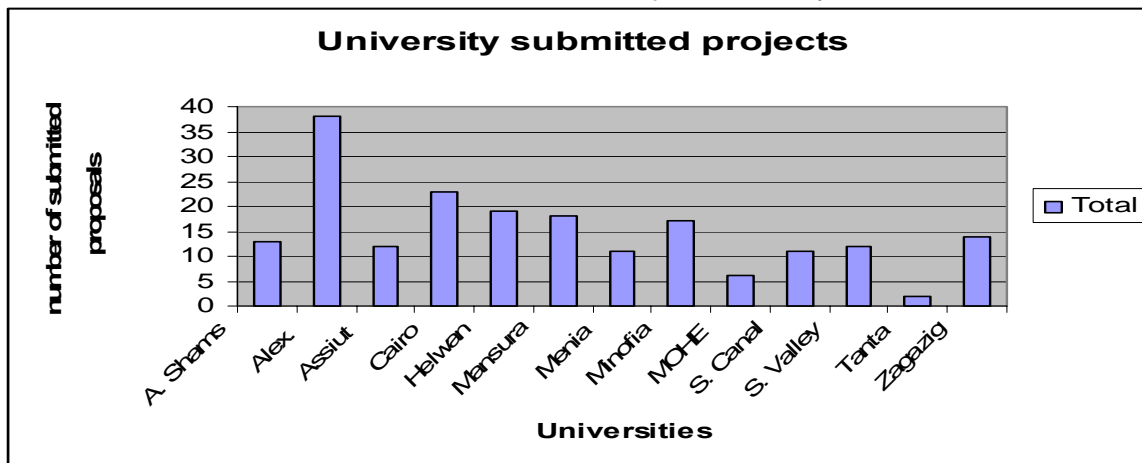
\*  
 AP Academic Program  
 CD Curriculum/Course Development  
 CB Capacity Building  
 IT Information Technology  
 KR Knowledge Resources  
 QA Quality Assurance

The following Chart summarized the number and sized of funded projects in the first three cycles according to project size and in comparison to HEEPF performance indicators:



	Small	Medium	Large	Entrepreneurial
1 <sup>st</sup> Cycle	9	23	9	0
2 <sup>nd</sup> Cycle	7	24	2	0
3 <sup>rd</sup> Cycle	8	9	16	3
<b>Total</b>	<b>24</b>	<b>56</b>	<b>27</b>	<b>3</b>
<b>Targeted</b>	<b>60</b>	<b>40</b>	<b>20</b>	<b>25</b>

The total number of submitted projects for the 4<sup>th</sup> cycle is 196. The following chart and table illustrates their distribution per university.



	A. Shams	Alex.	Assiut	Cairo	Helwan	Mansura	Menia	Minofia	MOHE	S. Canal	S. Valley	Tanta	Zagazig	Total
No.	13	38	12	23	19	18	11	17	6	11	12	2	14	196

## **II.4. HEEPF Monitoring System:**

HEEPF has developed a monitoring system for granted projects as a systematic follow up and evaluation mechanism of projects that have received funding to ensure the quality implementation of projects' activities as well as the timely realization of deliverables. The monitoring system is composed of the following key aspects:

### **II.4.1. Monitoring & Evaluation Methodology**

#### **II.4.1.1. HEEPF Office-Monitoring-System**

Technical and financial monitoring and evaluation are carried out by a team assigned by HEEPF to the project. The HEEPF monitoring team will maintain periodic contact with the project management team, university project management unit (UPMU) and faculty/university (written correspondence, telephone calls, and meetings ....etc) throughout and after the implementation phase of the project. HEEPF will review copies of all quarterly progress reports (QPRs) generated by project management team (PMT).

#### **II.4.1.2. HEEPF Periodical Site Visits**

The HEEPF monitoring team and selective peer reviewer will exercise a number of the site visits during the project implementation phase for verification of the QPR, review of outputs/outcomes, deliverables, implementation procedures, quality control and management of the project. Dissemination of project output/outcome within the academic community (Department/faculty/university/other higher education (H.E.) Institutions) as well as discussions with the stakeholder is part of site visit's activities. An evaluation report is the result of such site visit. Copy of this evaluation report will be send to PMT, UPMU and university president.

The visit should include, but not limited to, the following:

- Visiting to the project site.
- Meeting with the project management team.
- Meeting with the project implementation team.
- Meeting with the stakeholders and beneficiaries of the enhancement process through the project.
- Meeting with the departmental chairman, dean of the faculty and university president or vice-president.

Accompany of the UPMU director is essential during the entire visit. Site-visit report will be prepared by the visiting team and sometimes the project's management team is asked to carry out self-evaluation in the prepared sheet for this purpose. Feed-back report is prepared by the visiting team and then forwarded to the project's manager, UPMU director and the university president.

#### **II.4.1.3. Project Evaluation Criteria based on QPRs & Site Visits for each funded project**

Upon the site visits, meetings, demonstrations, presentations, workshops and revision of the progress reports, evaluation of the performance of each individual is undertaken based on a number of criteria. (Refer to Monitoring guidelines and forms for further information). According to the weighted average of a specific evaluation point system, the performance of each project is ranked with respect to the following categories:

- Distinguished.
- Good.
- Satisfactory with minor changes (Average).
- Unsatisfactory and require major changes (Needs Major Changes).
- Unsatisfactory at all.

## II.4.2. HEEPF Technical & Financial Monitoring Reports:

A comprehensive monitoring report for technical and financial aspects of the funded projects was prepared by the HEEPF monitoring team members after each quarter.

### a) General Information

a.1) No. of project, implementation starting date, amount of Funds for each university & cycle:

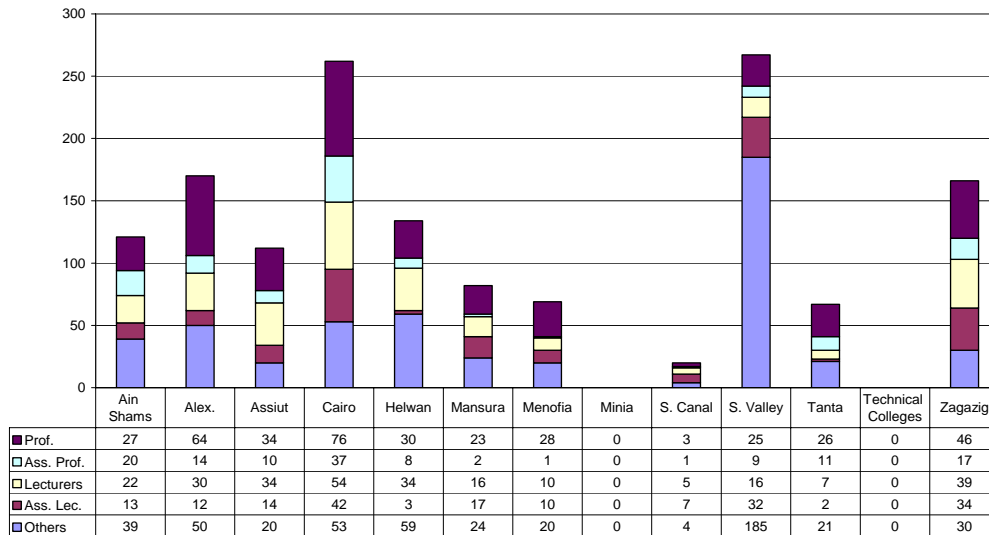
University	Cycle (A) 1st April 04		Cycle (B) 1st of September 04		Cycle (C) 15th of February 05	
	No. of Projects	Total Fund (L.EX1000)	No. of Projects	Total Fund (L.EX1000)	No. of Projects	Total Fund (L.EX1000)
<b>A. Shams</b>	5	2,282.60	3	1,358.42	2	1,170.00
<b>Alex.</b>	6	4,461.10	5	2,427.92	3	865.80
<b>Assiut</b>	5	3,260.30	4	2,452.10	6	3,024.00
<b>Cairo</b>	7	6,002.00	4	2,754.04	6	2,766.47
<b>Helwan</b>	3	2,122.80	6	2,901.36	4	2,650.05
<b>Mansura</b>	0	0	5	2,685.22	2	719.55
<b>Minia</b>	0	0	0	0	5	2,612.03
<b>Menofia</b>	2	954.00	1	403.00	2	754.65
<b>S. Valley</b>	4	1,323.30	2	1,292.70	0	0
<b>S. Canal</b>	0	0	1	930.00	3	1,140.75
<b>Tanta</b>	2	2,058.70	1	589.00	1	561.60
<b>Technical Colleges</b>	1	598.30	1	403.00	0	0
<b>Zagazig</b>	6	3,272.90	3	1,116.00	2	1,000.40
<b>Total</b>	<b>40</b>	<b>26,336,000</b>	<b>36</b>	<b>19,312,760</b>	<b>36</b>	<b>17,265,300</b>

a.2) Number of direct participants in HEEPF funded projects (Project management teams & implementation teams) for each university.

The following table and chart illustrate the number of direct participants in HEEPF funded project:

University	Professors	Associate Professors	Lecturers	Assistant Lecturers	Technicians	Administrators	Others	Total
A. Shams	27	20	22	13	4	22	13	121
Alex.	64	14	30	12	1	7	42	170
Assiut	34	10	34	14	1	18	1	112
Cairo	76	37	54	42	18	30	5	262
Helwan	30	8	34	3	30	22	7	134
Mansura	23	2	16	17	11	5	8	82
Minia	0	0	0	0	0	0	0	0
Menofia	28	1	10	10	4	1	15	69
S. Valley	25	9	16	32	2	4	9	97
S. Canal	3	1	5	7	3	1	0	20
Tanta	26	11	7	2	5	7	9	67
Technical Colleges	0	0	0	0	0	0	0	0
Zagazig	46	17	39	34	8	19	3	166
<b>Total</b>	<b>382</b>	<b>130</b>	<b>267</b>	<b>186</b>	<b>87</b>	<b>136</b>	<b>102</b>	<b>1300</b>

Distribution of Participants (Management & Implementation) in HEEPF Projects (Cycles A & B)



b) Performance Appraisal based on QPRs & Site Visits

b.1) General Status in March 31<sup>st</sup> 05 (QPRs from cycles A & B)

Report	Cycle (A)	Cycle (B)
No. of required reports	120	68
No. of submitted reports	119*	60**
Compliance with report submission date	72%	67%
Evaluation of the technical part of the report	79%	71%
Evaluation of the financial part of the report	77%	68%

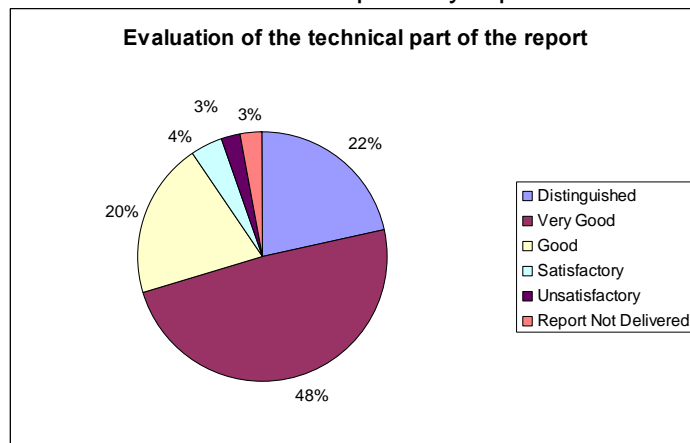
\* Deadline for submission is 15/1/2005

\*\* Deadline for submission is 15/3/2005

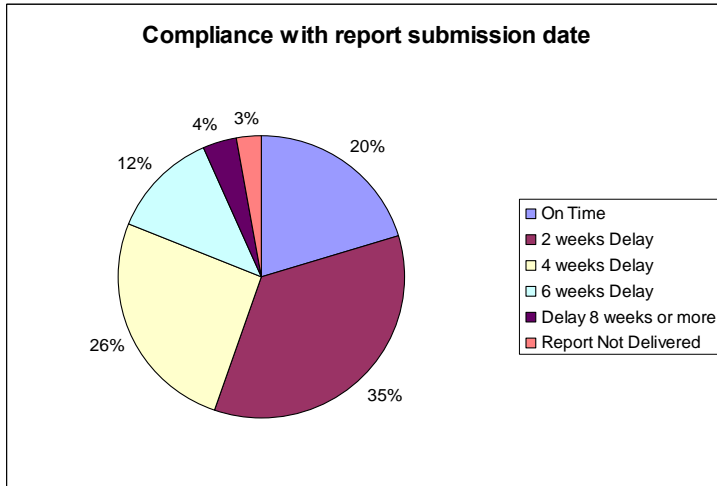
b.2) Evaluation of the Technical Performance:

	Cycle (A)	Cycle (B)
Achieved to total targeted outputs	44%	18%
Compliance with approved time schedule	73%	64%
Dissemination Activities	70%	28%
Practical application and impact analysis	12%	4%

The following pie chart summarizes the outcomes of evaluation for the technical sections of the submitted quarterly reports:

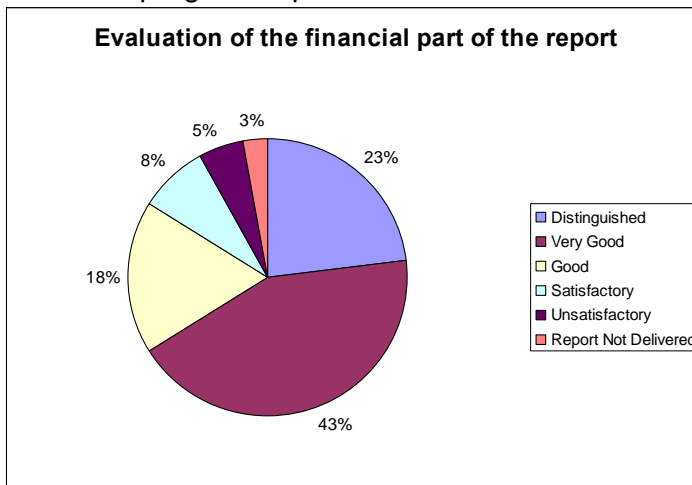


The following pie charts illustrate these appraisal outcomes:



**b.3) Evaluation of the Financial Performance:**

The following pie chart illustrates the evaluation for the financial section of the submitted progress reports:



**c) Obstacles Encountered by Project Management Teams During Execution**

Category	Description	Relative Frequency to overall problems %	Percentage relative to total projects
Problems within project management team	Not submitting quarterly progress report	4.2	4.0
	Insufficient time for training	1.4	1.3
	Delay in process for international travel	2.8	2.7
Problems within institution	Delay in project site preparation	4.2	4.0
	Lack of cooperation of institutional staff members	11.2	10.6
	Difficulties within institution	1.4	1.3
	Problems with PMU at university	4.2	4.0
Problems related to purchase	Delay in software Purchasing	5.6	5.3
	Delay in Equipment Purchasing	15.4	14.6

purchase procedure	Difficulty in international shopping	2.8	2.7
	Vagueness of purchasing Procedure	2.8	2.7
Problems related to HEEPF	Late start of the 1 <sup>st</sup> Cycle projects	37.0	35.0
	Delay in financial transfer	2.8	2.7
	Centralization of project Monitoring	2.8	2.7
	Delay in Correspondence	1.4	1.3

A number of 5 projects needed either partial or total changes in the Project Management Team due to the fact that some were not able to lead the project, or conflict in managing more than one project at a time.

**d) Site visits Evaluation (Cycle A Projects)**

Evaluation was based on the following:

- One visit for each of thirty four projects.
- Two visits for each of the rest six projects (4 ending projects and 2 projects which have major problems within the management team).
- Total number of site visits = 46 (forty six)

- Summary of the project performance evaluation by the visiting team

Evaluation of the performance of the 40 projects effectively undergoing for Cycle A according to the pre-mentioned criteria is schematically depicted in the following bar-chart.

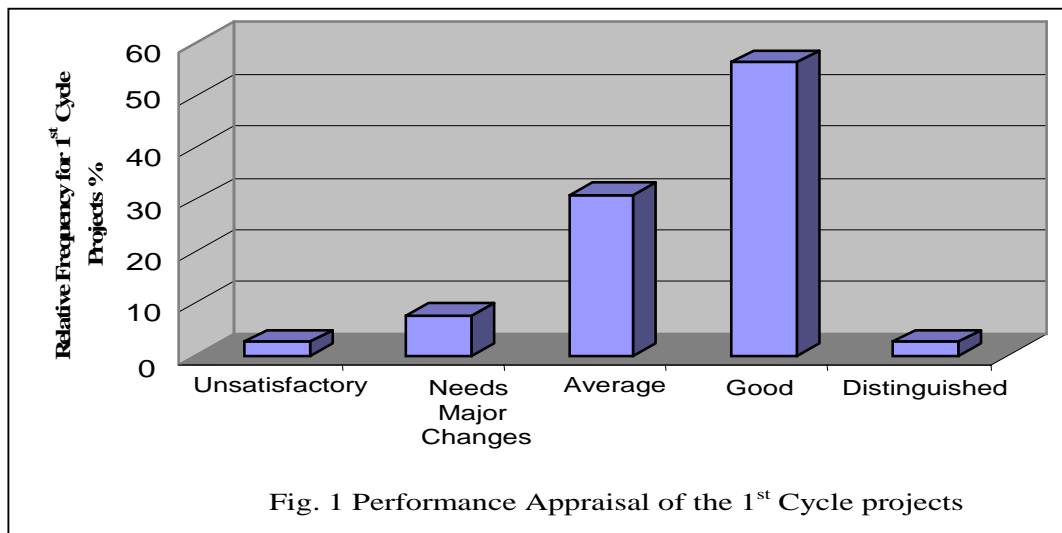


Fig. 1 Performance Appraisal of the 1<sup>st</sup> Cycle projects

### **II.4.3. dissemination & Exchange of experiences Meetings:**

Meetings that are to be held among HEEPF funded projects were an efficient mechanism to cross the gaps between them. It gave funded projects a chance to exchange experiences, share common interests and fields of specializations specifically that consecutive funded cycles learned from the first cycle projects' experience and started where other projects has already ended. Other projects had the chance to complement and share common implementation activities. The following is a brief account about the held meetings.

#### ***II.4.3.1. First Meeting for HEEPF Funded Projects:***

HEEPF has dedicated efforts to the training and support for funded projects through the first meeting for HEEPF funded projects was held 11/10/2004 through which, funded projects shared their experiences, major problems were highlighted and recommendations were discussed. 85 participants attended the meeting representing project managers and team members, financial officers and UPMU directors. The meeting followed the following procedures and methodology of action:

- Presentations to be given by selected number of funded projects according to the following criteria:
  - Representation of all universities that include funded projects.
  - Equal representations of different fields of specialization, projects' windows, sizes, duration and sub-categories.
- Colored posters (100X70 cm) were displayed for all submitted presentations (including those who did not have the chance to present their projects' progress).

Basic remarks, constrains and problems that face projects and recommendations were discussed and considered by the end of the day. The discussion aimed at finding out recommendations for enhancing HEEPF performance and Communication with funded projects in the future code of action.

#### ***II.4.3.2. Second Meeting for HEEPF Funded Projects:***

The second Meeting for HEEPF funded projects was held on the 6<sup>th</sup> of April 2005, where all funded projects at the first and second cycles presented their progress and shared experiences through a more sophisticated mechanism that was composed of poster sessions, discussions and presentations. 320 faculty members attended the meeting representing project managers and team members, financial officers and UPMU directors. The meeting followed the following procedures and methodology of action:

Presentations were given by all funded projects according to the following criteria in which projects were sorted by majors and academic disciplines in the following categories:

- Engineering (1 & 2)
- Medicine (1 & 2)
- Humanities.
- Pure sciences.
- Agriculture and Veterinary Medicine.
- University capacity building.
- Specialized centers and Institutes.

Colored posters (100X70 cm) were displayed for all submitted presentations and basic remarks, constrains and problems that face projects and recommendations were discussed and considered by the end of the day. The discussion aimed at finding out recommendations for enhancing HEEPF performance and Communication with funded projects in the future code of action.

***OUTPUTS & OUTCOMES (Item II.4):***

- ***Monitoring guidelines & forms.***
- ***40 submitted progress reports from first cycle funded projects for the first, second and third quarters.***
- ***35 submitted progress reports from second cycle funded projects for the first and second quarters.***
- ***Meetings and site visits (46 site visits)***
- ***First Meeting for HEEPF funded projects for first cycle projects in October 2004 (85 participants)***
- ***Second Meeting for HEEPF funded projects for both first and second cycle projects in April 2005 (320 participants)***

### **II.5. Self assessment study:**

A self assessment study was carried out by HEEPF administration in 14<sup>th</sup> of September 2004, where a number of criteria were developed against which HEEPF performance could be measured.

HEEPF has followed the criterion based referencing where performance is to be assessed in reference with a number of set criteria that not only assesses performance of a number of activities and deliverables but also keeps into consideration the quality of performed activities/outcomes. The following are number of set criteria for HEEPF to measure performance and deliverables against.

**C1** All Universities & HEIs submit proposals to all the HEEPF Cycles.

**C2** Grants awarded to universities/HEIs are to be fairly distributed based on actual needs.

**C3** HEEPF ensures quality implementation for all granted projects.

**C4** Outcomes of all granted projects are to be integrated into the higher education system after they have proven successful.

A Performance matrix was developed to relate all performed activities to the criteria they meet based on the criteria adopted<sup>2</sup>.

### ***OUTPUTS & OUTCOMES (Item II.5):***

- ***Self assessment Study Report***

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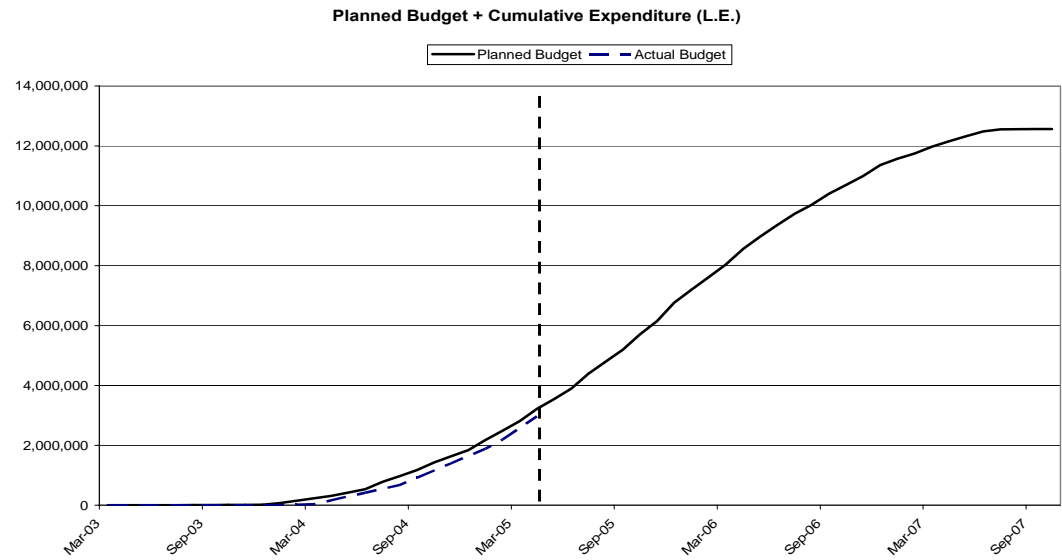
<sup>2</sup> - Attached please find HEEPF self assessment study.

**Section III. HEEPF Financial Expenditure (March 03- March 05):**

The Overall HEEPF expenditure since the beginning of the project till the end of February 2005 is ٢,٩٩٣,٥٣٠ **USD** which is equivalent to approximately **17,889,580 LE**. This expenditure is categorized in four major categories as follows:

- Administrative & executive activities expenditure.  $\cong$  **163,800 LE (0.92%)**
- General awareness workshops  $\cong$  **133,290 LE (0.75%)**
- Peer Reviewing activities  $\cong$  **144,090 LE (0.80%)**
- Installment to HEEPF funded Projects  $\cong$  **17,448,400 LE (97.53%)**

The following S-curve illustrates the cumulative expenditure in comparison to the planned budget.



The attached Graphs and bar charts represent a comprehensive analysis for HEEPF expenditure in comparison to the planned financial flow as well as the percentage of financial expenditure for funded projects in comparison to their assigned budget.

## Section IV. HEEPF Updated Implementation Plan:

### Approved Implementation Plan (March 03 - March. 05)

The following are the activities that were to be executed during the time frame February to December 31st 2004 according to the set plan and the actual start and finish dates according to the actual performance. Based on which, an update for the time plan of future activities was made<sup>3</sup>.

Activity Type/stage	Activity description	Duration ( weeks)	Planned		Actual/updated	
			Start date	Finish date	Start date	Finish date
First RFP	Training, General& Specific Workshops	8	05. Apr. 03	24 Oct 03	05 Jun. 03	03 Oct. 03
	RFP Preparation& Submission	10	05. Apr. 03	24 Oct. 03	05 Jun. 03	03 Oct. 03
	Evaluation Process	8	20. Oct. 03	10. Dec. 03	16 Dec. 03	22 Jan. 04
	Selection, Awarding& Grant Contracting	8	03. Jan. 04	15. Feb 04	16 Dec. 03	01 Apr. 04
Second RFP	Training, General& Specific Workshops	7	10 Feb. 04	29 Mar. 04	10 Feb. 04	29 Mar. 04
	RFP Preparation& Submission	10	19Jan. 04	30 Mar. 04	19Jan. 04	30 Mar. 04
	Evaluation Process	6	01 Apr. 04	15 May. 04	01 Apr. 04	15 May. 04
	Selection, Awarding& Grant Contracting	6	16 May. 04	10 Jun. 04	16 Jun. 04	1 Aug. 04
Third RFP	Training, General & Specific Workshops	15	11 Jun. 04	17 Sep. 04	1 Sep. 04	6 Oct. 04
	RFP, Preparation & Submission	15	11 Jun. 04	17 Sep. 04	1.Sep. 04	20.Oct. 04
	Evaluation Process	8	18 Sep. 04	12 Nov. 04	11 Dec. 04	23 Dec. 04
	Selection, awarding & grant contracting	5	13 Nov. 04	17 Dec. 04	1Jan. 04	15 Feb. 04
Fourth RFP	Prepare Modified HEEPF Documentation	5	12 Nov. 04	17.Dec.04	25 Dec. 04	1 Jan. 04
	TOT, General& Specific Workshops	9	17 Dec. 04	18 Feb. 05	3 Jan. 04	15 Feb. 05
	RFP, Preparation & Submission	9	17 Dec. 04	18 Feb. 05	3 Jan. 04	30 Mar. 05
Implementation & monitoring of funded projects	PIs Training on management of projects	7	26Feb. 04	29 Mar. 04	26Feb. 04	.....
	Follow up of projects implementation		01Apr. 04	.....	01 Apr. 04	.....
	First cycle projects		26 Feb. 04	.....	26 Feb. 04	.....
	Second cycle projects		10 Jun. 04	.....	10 Jun. 04	.....
Evaluation& Impact Assess.	Evaluation& Impact Assessment	12	18 Dec. 04	11 Mar. 05	18 Dec. 04	11 Mar. 05
HEEPF Management Reports	Progress Report 3	4	15 Jun. 04	15 jul.04	15 Jun. 04	15 jul.04
	Progress Report 4 *	4	15 Dec. 04	15 Jan. 05	15 Dec. 04	15 Jan. 05

<sup>3</sup> - Please refer to the attachment for the Primavera project planner time plan.

## Section V. World Bank's Mission's Aide Memoir:

According to the WB mission's Previous Aide Memoir, The activities of HEEPF in the past 6 months have been on target and correspond with the objectives set in the March 2004 aide-memoir.

The Aide Memoir states that one of the successful features of HEEPF is that it engages in a systematic review of its past activities and achievements and implements modifications as needed to improve. The iterative revision of forms and guidelines is an example of its dynamic nature. Its activities have engendered collegiality, transparency and accountability, and ownership pride. These features were evident in the presentations and discussions held during the First Project Team Conference which brought together the first cohort of grant recipients.

The Memoir adds that through various support structures (feedback, hands-on workshops in proposal writing, etc.), to date, all but one university have been awarded projects. HEEPF needs to be particularly vigilant that at the end of the World Bank project, all the universities have been successful in submitting meritorious applications and have been a beneficiary of the fund, that the range of disciplines represented by successful and motivated groups includes arts and humanities and social sciences, that the entrepreneurship window of the competition is promoted and used, and that potential applicants realize that the fund will also support development projects that are not technology based.

Concerning HEEPF support to ETCs, faculty members from the ETCs managed to obtain approval for three HEEPF projects: a) ready-made garments, b) Arab CAD, and c) training of trainers. However many ETC faculty members interviewed feel that the process is unfair to the ETCs and favors universities. The missions urges the PMU to consider measures to increase the capacity of the ETC faculty by: a) providing a more detailed and customized orientation and training program for proposal preparation, b) allowing ETC faculty to submit their proposals in Arabic, and c) allocating a funding "envelope" specifically for the ETCs.

According to the agreed course of action, HEEPF is committed to carry on with the some activities and tasks. The following table illustrates what HEEPF has carried out in this regard in response to these recommendations:

Aide memoir recommendations	HEEPF response	Deliverables
<ul style="list-style-type: none"> <li>Implement systematic monitoring and evaluation of projects that have received funding in the 1<sup>st</sup> and 2<sup>nd</sup> rounds (75 projects) to ensure the efficient and timely realization of deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Refer to the monitoring Methodology, mechanism and activities in section II.4</li> </ul>	<ul style="list-style-type: none"> <li>Updated monitoring guidelines and forms.</li> <li>Four periodical quarterly reports for 1<sup>st</sup> cycle funded projects &amp; 2 periodical quarterly reports for 2<sup>nd</sup> cycle funded projects.</li> <li>Two monitoring reports.</li> <li>Site visits.</li> <li>2 meetings for funded projects.</li> </ul>
<ul style="list-style-type: none"> <li>Expand visibility across all universities and ETCs and ensure that information</li> </ul>	<ul style="list-style-type: none"> <li>A reliable website was developed, experimented and launched for disseminating</li> </ul>	<ul style="list-style-type: none"> <li>Website: <a href="http://www.heepf.org.eg">www.heepf.org.eg</a></li> <li>360 members</li> </ul>

<p>about HEEPF is widely disseminated via e-mail, listserves, and other similar means and is readily accessible from a dedicated website as well as from PMUs of each higher education institution.</p>	<p>information about HEEPF and as well to be used as a communication tool among funded projects.</p>	<p>registered to the website.</p> <ul style="list-style-type: none"> <li>• 18 announcements were placed on the website.</li> </ul>
<ul style="list-style-type: none"> <li>• Seek more effective ways to assist applicants from Menia to prepare projects that merit funding and in the same vein, encourage applications from new disciplines (e.g., Arts, Humanities, etc.) and submissions to the entrepreneurship window of the fund.</li> </ul>	<ul style="list-style-type: none"> <li>• A TOT mechanism was employed at Menia University in addition to site visits to support potential applicant's attempts to submit projects.</li> </ul>	<ul style="list-style-type: none"> <li>• 6 project were submitted from Menia University.</li> <li>• 5 of them were approved for funding in the 3<sup>rd</sup> cycle.</li> <li>• 11 projects were submitted for the 4<sup>th</sup> RFP.</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to provide training and information sessions and workshops to 1500 individuals in preparation for the 4<sup>th</sup> round.</li> </ul>	<ul style="list-style-type: none"> <li>• In addition to the TOT mechanism employed, site visits were paid to all universities.</li> </ul>	<ul style="list-style-type: none"> <li>• 900 participants attended the site visits seminar.</li> <li>• 98 trainers were trained to lead training at universities.</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to provide specific technical support workshops (8) (technical, time, and risk management) for project management teams and financial officers of universities and their respective PMUs.</li> </ul>	<ul style="list-style-type: none"> <li>• Project management workshops were provided to 3<sup>rd</sup> cycle.</li> <li>• Financial training workshops were given to financial officers and project managers both in a central and local sites.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 project management workshops were offered to 98 project team members.</li> <li>• Financial training was delivered to 46 financial officers and projects' accountants.</li> </ul>
<ul style="list-style-type: none"> <li>• Continue to build the database for both internal and external reviewers.</li> </ul>	<ul style="list-style-type: none"> <li>• Database was revised and updated.</li> <li>• New members were added to the database.</li> </ul>	<ul style="list-style-type: none"> <li>• Contact information was updated for 16 members.</li> <li>• 35 new members were added to the database and invited to join site visits for funded projects.</li> </ul>
<ul style="list-style-type: none"> <li>• Complete the review process for the 3<sup>rd</sup> round and select award winners. Ensure that all awarded projects have clearly stated outcomes and a statement about the impact of project on student learning, and indicators based on which performance and deliverables are going to be evaluated.</li> </ul>	<ul style="list-style-type: none"> <li>• Review process was completed and a short list of 36 projects were developed and submitted to HEEPF.</li> <li>• Project team members were urged to submit a revised version of the proposals through follow up and support of a group of experts.</li> <li>• 36 projects proposals were submitted for contracting.</li> </ul>	<ul style="list-style-type: none"> <li>• 36 proposals were funded.</li> </ul>
<ul style="list-style-type: none"> <li>• Complete contractual arrangements with 3<sup>rd</sup> round winners and their respective institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Grants awarding and contracting were preceded at the contract signing day dated 28<sup>th</sup> of February 05 in a ceremony attended by the minister of HE, Universities presidents and project</li> </ul>	<ul style="list-style-type: none"> <li>• 36 contracts were signed in three copies (Arabic and English versions).</li> <li>• 2 partnership agreements were signed among four</li> </ul>

	managers.	universities.
<ul style="list-style-type: none"> <li>Collaborate closely with FLDP to: a) identify professional development topics that are general and traverse disciplines and projects (e.g., project management, financial training, curriculum development, e-learning) and b) have FLDP offer these workshops in a timely manner to current and potential grant holders and to university PMUs for the successful implementation of projects.</li> </ul>	<ul style="list-style-type: none"> <li>Training was conducted by HEEP F due to specific and unique nature of training provided by HEEP F.</li> <li>Project management, e-learning and financial training modules are beyond FLDP scope of training.</li> </ul>	<ul style="list-style-type: none"> <li>Refer to outcomes in item II.2.</li> </ul>
<ul style="list-style-type: none"> <li>Prepare and launch the RFP for the 4<sup>th</sup> round of the HEEP F competition.</li> </ul>	<ul style="list-style-type: none"> <li>On February 13<sup>th</sup>, the 4<sup>th</sup> RFP was launched through TOT workshops in three different areas of disciplines where potential trainers were introduced to HEEP F priorities, scope, procedures and documents.</li> </ul>	<ul style="list-style-type: none"> <li>98 trainers participated in the TOT workshop.</li> <li>196 project proposals were submitted for the 4<sup>th</sup> RFP.</li> </ul>
<ul style="list-style-type: none"> <li>Organize the 2<sup>nd</sup> Project Team Conference for current and potential grant holders</li> </ul>	<ul style="list-style-type: none"> <li>2<sup>nd</sup> meeting for HEEP F funded projects was held on the 6<sup>th</sup> of April 05.</li> </ul>	<ul style="list-style-type: none"> <li>320 participants attended the meeting representing 1<sup>st</sup> &amp; 2<sup>nd</sup> cycles funded projects' team members, university presidents and provosts, UPMUDs and interested faculty.</li> </ul>
<ul style="list-style-type: none"> <li>Coordinate with the MoHE to present the first <i>Evaluation Conference</i> as a feature of the planned 2<sup>nd</sup> <i>National Conference on Higher Education</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Conference is to be held on 13<sup>th</sup> and 14<sup>th</sup> of July 2005.</li> </ul>	<ul style="list-style-type: none"> <li>A committee was assembled by the MOHE (See attached committee members list)</li> </ul>
<ul style="list-style-type: none"> <li>Develop a framework for impact assessment and to solicit input from universities where HEEP F funded projects are being implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Impact assessment is being developed by a group of faculty members</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>

## Section VI. Constrains, problems and risks:

During implementation of HEEPF activities, a number of constrains, problems and obstacles have faced HEEPF administration due to the following reasons:

### **VII.1. Sustainability**

The mechanism of the fund is not supported by any further funding to sustain that bottom up reform mechanism.

### **VII.2. Lack of fund**

By the end of the fourth RFP, fund will run out and there won't be any further possibility of funding more cycles though it was planned to provide 5 rounds but due to enthusiastic applications from faculty members.

### **VII.3. Submission of 196 proposals for 4<sup>th</sup> cycle.**

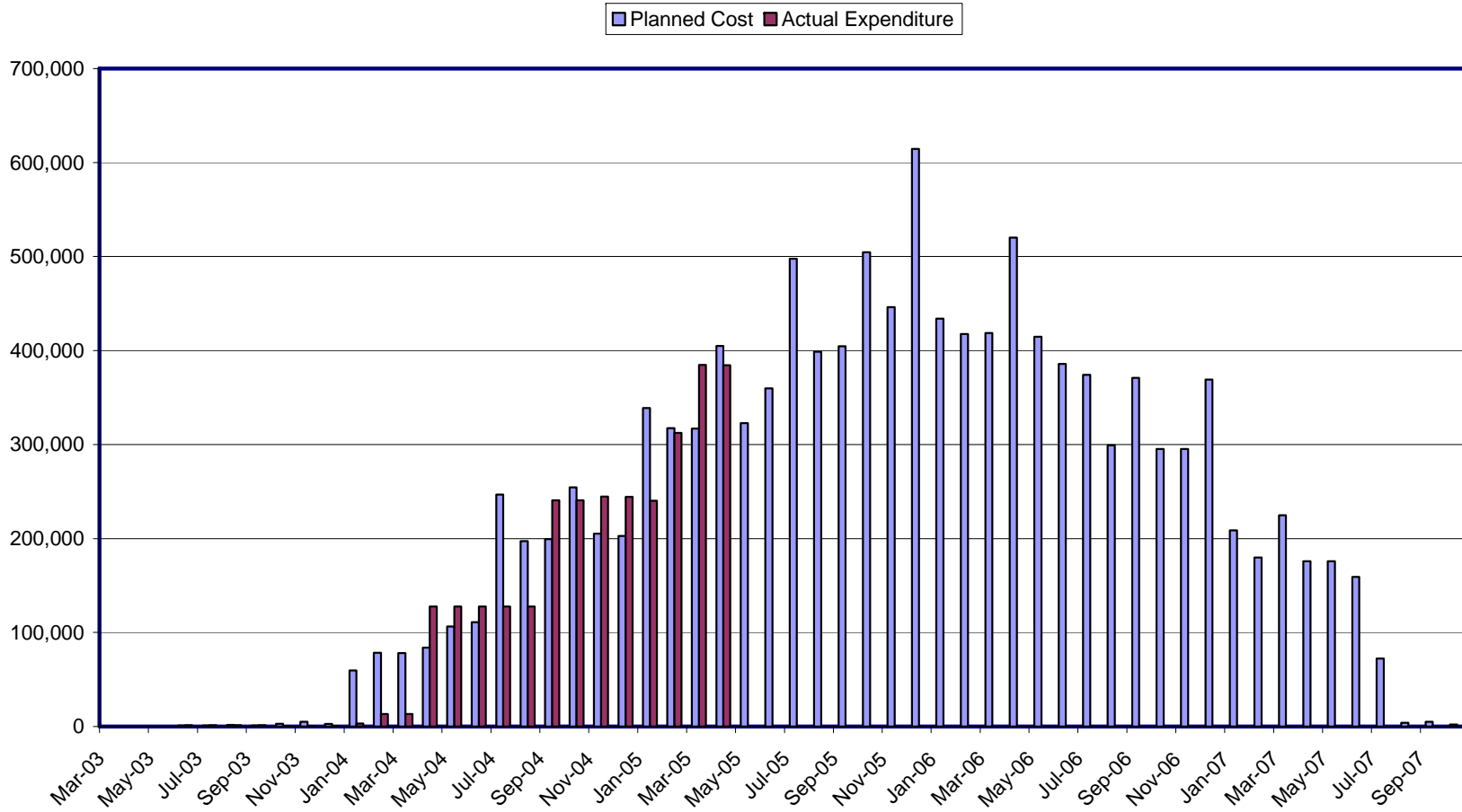
This large number submitted for 4<sup>th</sup> RFP indicated that the predicted number of successful projects (40%) might reach 70 to 80 projects whereas the available fund can only fund around 35 to 40 projects.

## **Annex I: HEEPF Financial Expenditure**

- **Bar Chart for Planned Cost and actual Expenditure**
- **S-curve for Planned Budget and Cumulative Expenditure**
- **Analysis Bar Charts for HEEPF Funded Projects' expenditure**

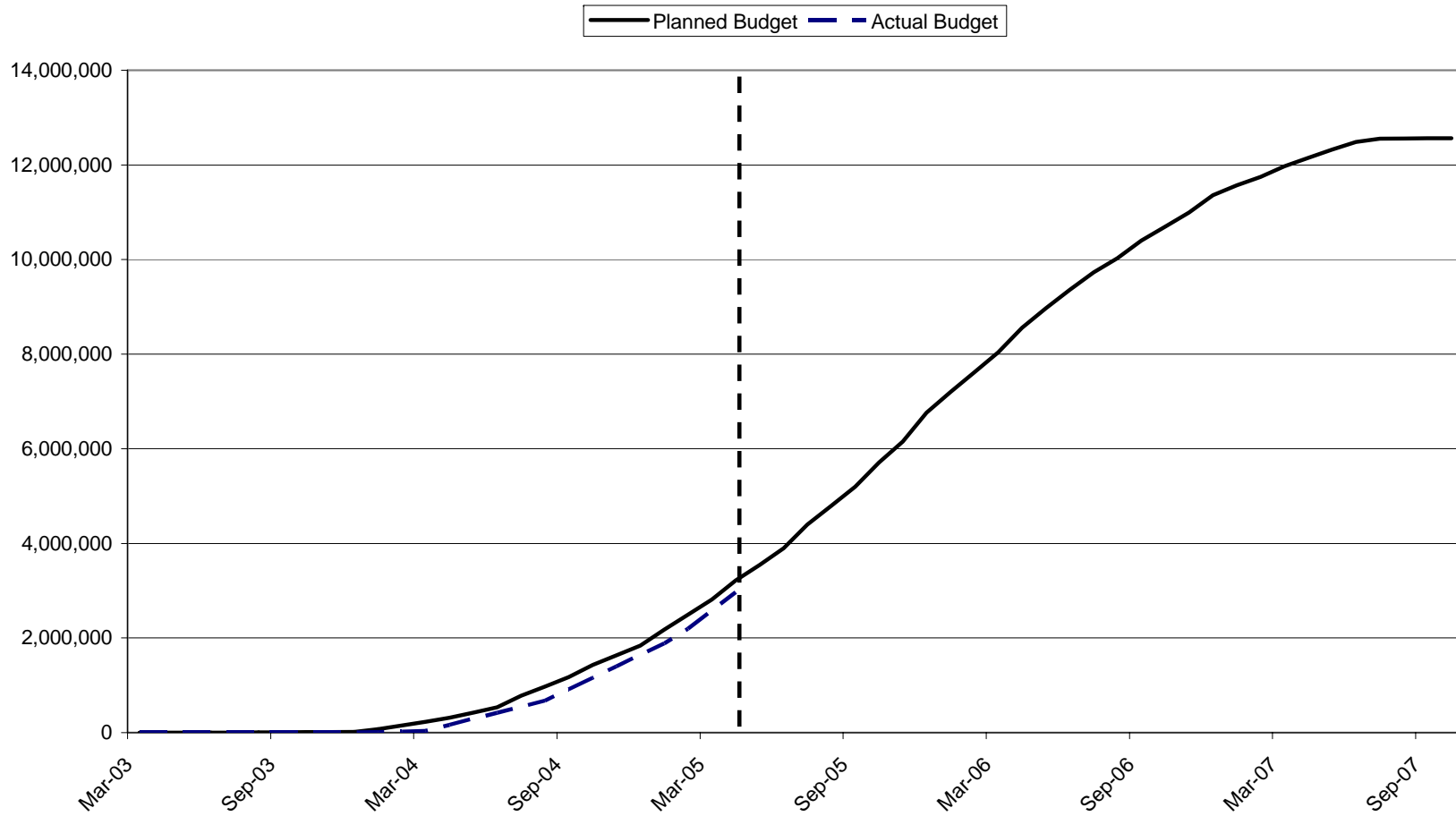


### Planned Cost + Actual Expenditure (L.E.)



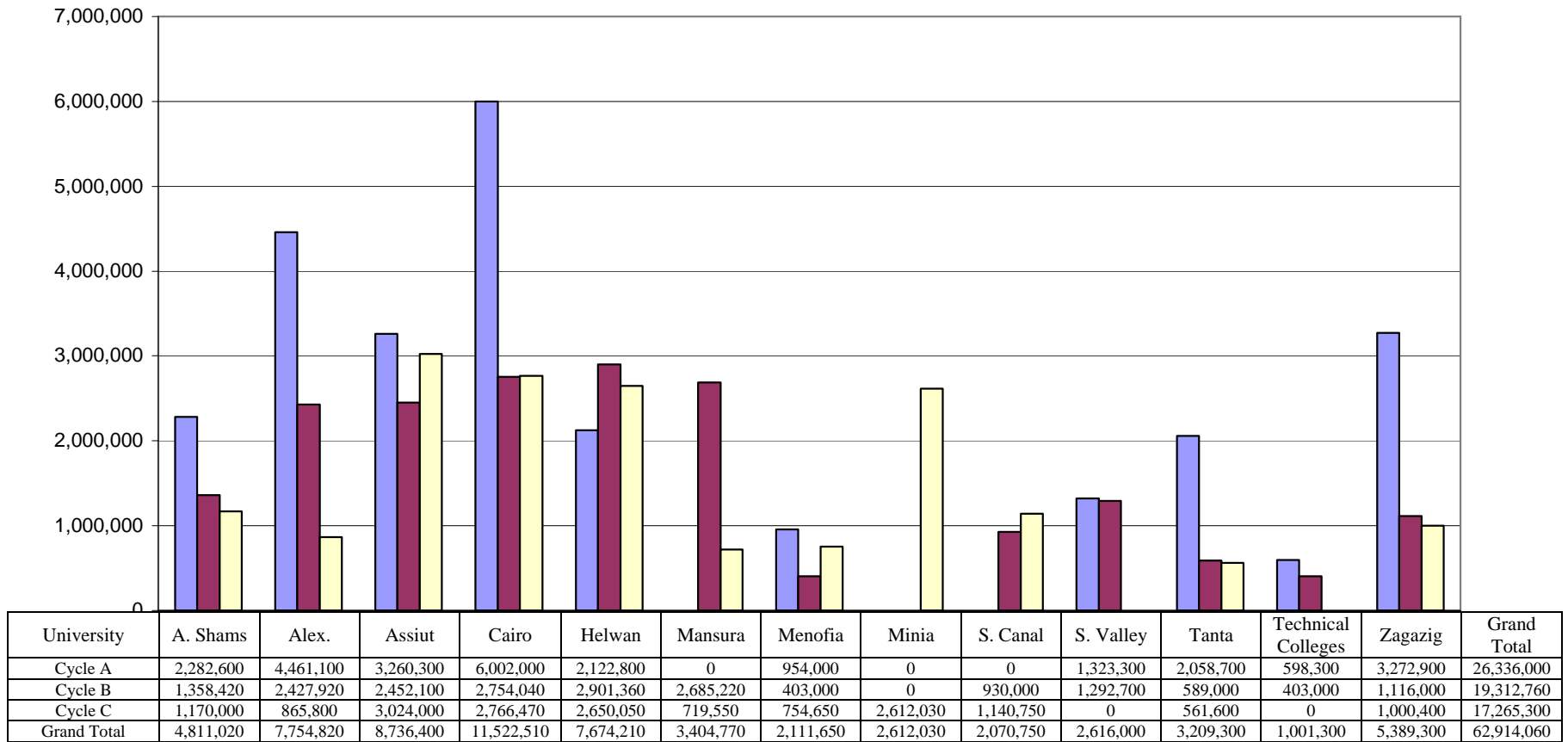


### Planned Budget + Cumulative Expenditure (L.E.)

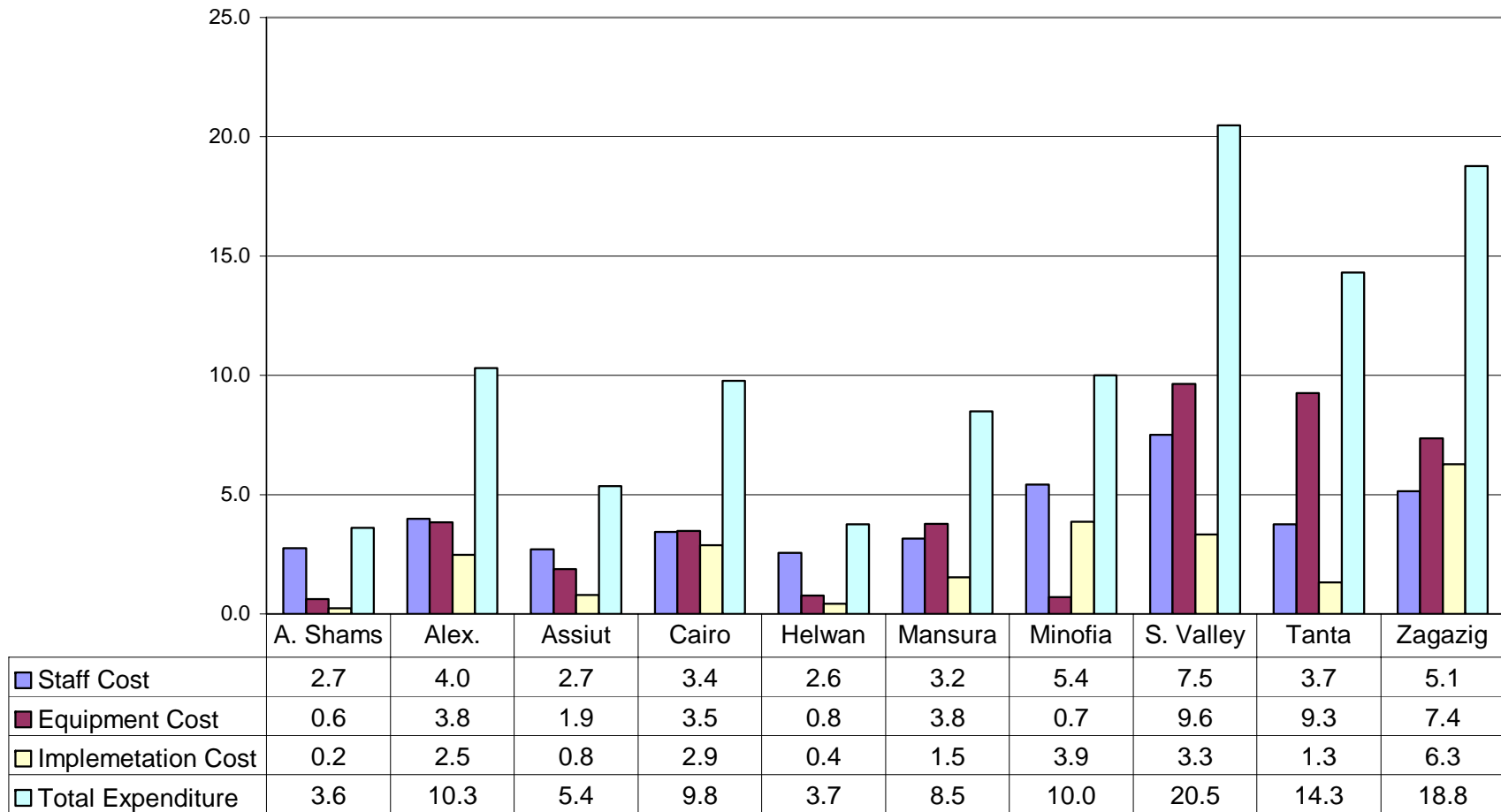




### Total Budget for HEEPF Funded Projects (L.E.)

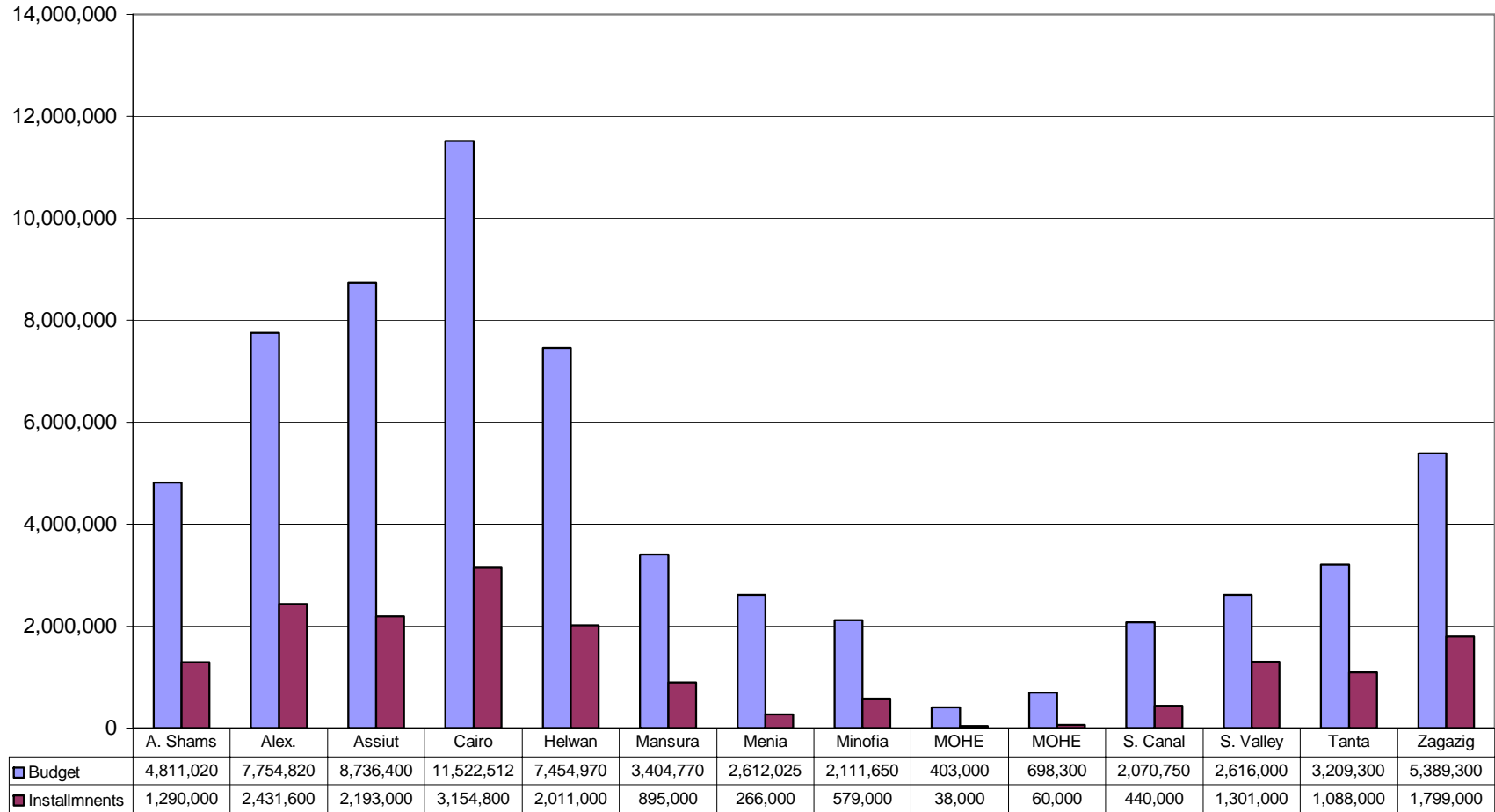


### Expenditure of Line Items as Percentage of Total Budget

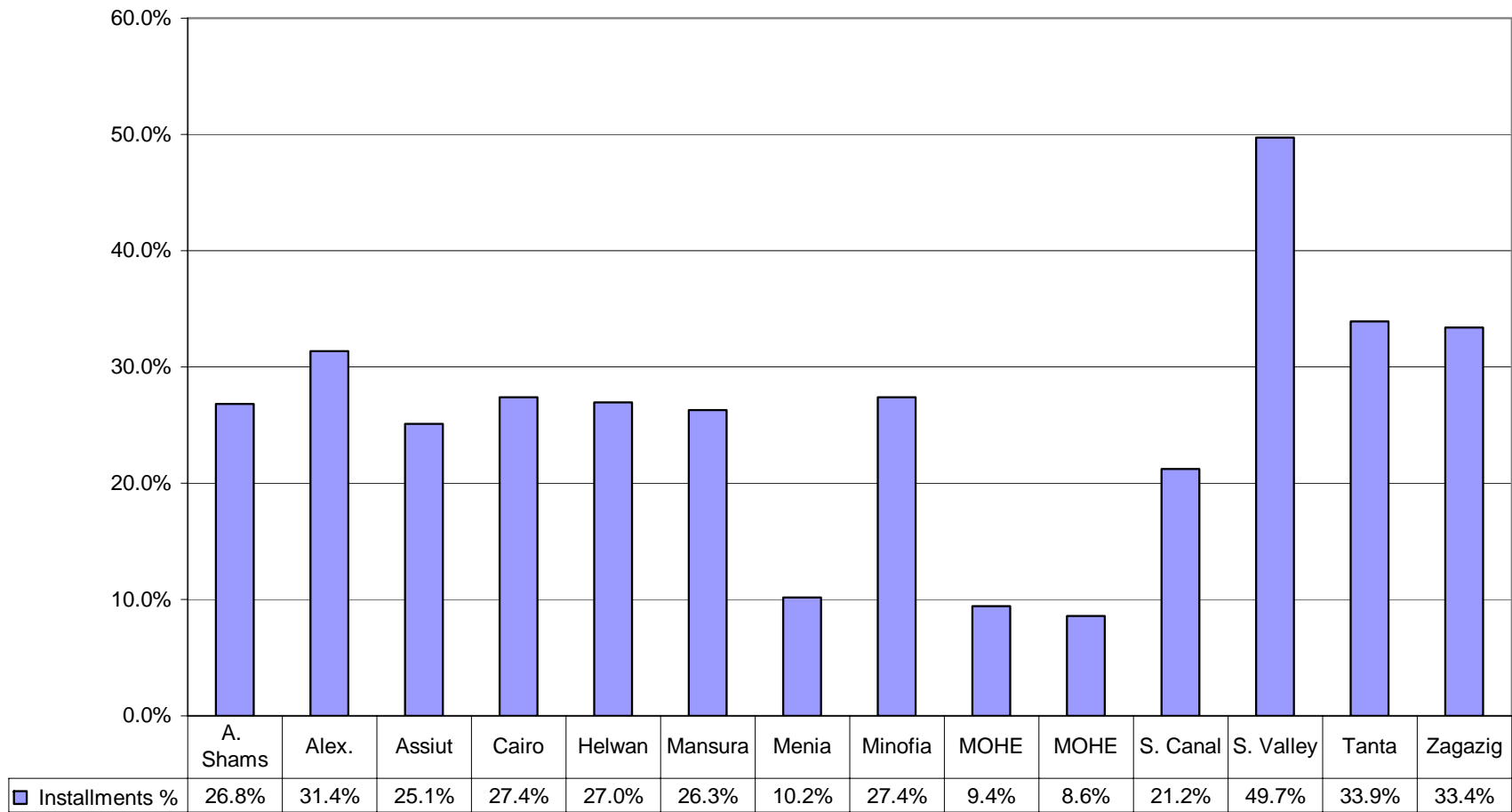




### Total Budget and Installments for HEEP F Funded Projects (L.E.)



## Percentage of Installments to University Budget



## **Annex II: HEEPF Implementation plan**

- **Original Implementation Time Plan**
- **Original Implementation Plan and Actual Time Plan**
- **Actual Time Plan and Actual Expenditure till March 2005**