



# **HEEPF**

## **Third Annual Progress Report**

**(March 2003 - March 2006)**

**Prof. Dr. Galal Abdel Hamid**

**HEEPF Director**

**March 2006**

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## ***Third Annual Progress Report (March 06)*** ***Higher Education Enhancement Project Fund***

### **I. Introduction:**

Higher Education Enhancement Project Fund (HEEPF) is a mechanism within the national higher education enhancement strategic plan (HEEP). HEEP 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 HEEP Grants equal to 12,000,000 USD that was increased to 13.000.000 USD.

### **II. Main & Specific objectives:**

The main objective of HEEP is to enhance QUALITY, RELEVANCE& EFFICIENCY in Higher Education through establishing a sustainable competitive mechanism among Egyptian universities and Technical Colleges (TCs).

This objective can be achieved through the following specific objectives:

- 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 H.E. 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.

### **III. HEEP Approved Implementation Plan:**

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

- Preparation of Basic HEEP Documentation.
- Awareness Building& Dissemination of Information.
- Needs Assessment Studies and redefinition of priorities for application.
- 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.

#### **IV. Analysis of carried out activities and Deliverables (March 03 – March 06):**

HEEPf has worked on many activities the following is a brief analysis for attained outputs & Outcomes.

##### **IV.1. Awareness & Dissemination:**

###### Outputs & Outcomes:

- Awareness Workshops
- Applicants' Guidelines (4<sup>th</sup> version)
- Application forms ( Arabic & English 4<sup>th</sup> Version)
- Booklets for HEEPf Cycle Funded Projects' Summaries (First, second, third and fourth cycles).
- Website: [www.heepf.org.eg](http://www.heepf.org.eg). (445 registered users)
- Compact disk (guide for applicants)
- Compact disk (Funded Projects' summaries)

##### **IV.2. Training Activities:**

###### Outputs & Outcomes:

- 10 PM workshops : 789 participants
- 6 Financial training : 260 Participants.
- 2 Specialized & Online workshops : 64 Participants.
- Online E-learning training : 42 participants.

##### **IV.3. Request for Proposals**

###### Outputs & Outcomes:

- Submitted project proposals in the first four cycles = 563
- Funded projects in the first Four cycles = 158
- Allocated budget for the funded projects = 13.884.096 US\$
- Academic staff members & university experts directly involved in the implementation of the funded projects = 3540
- Involved Institutions 15 universities, 5 Technical Colleges and 1 in MOHE.
- Faculties participating in HEEPf projects = 90

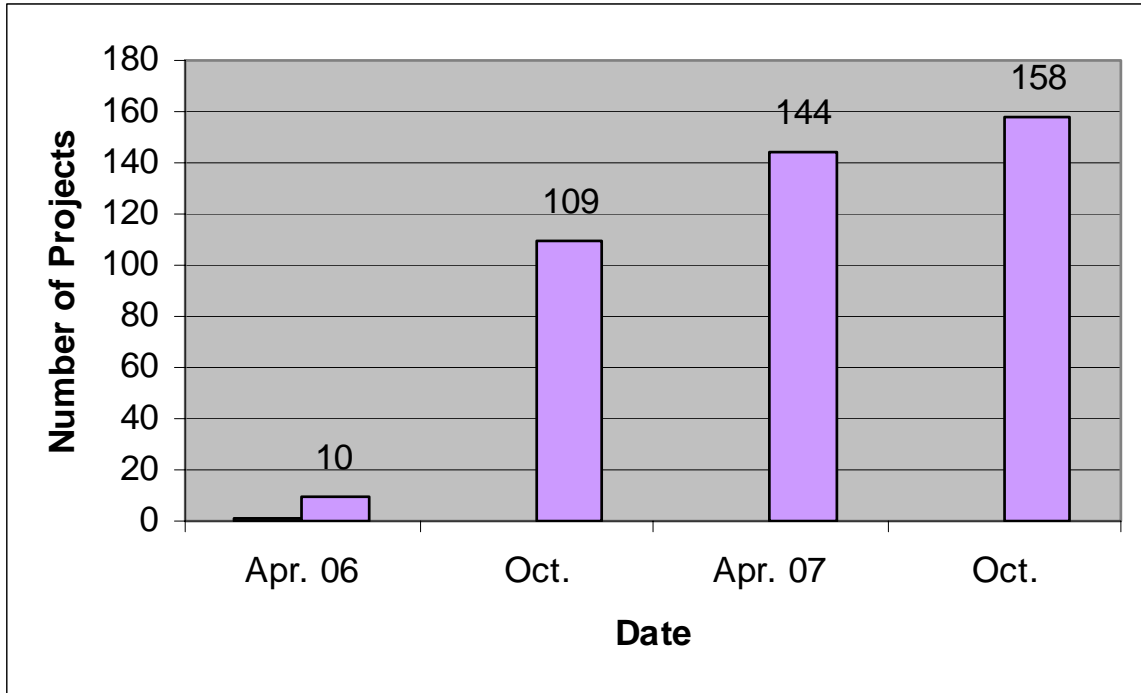
##### **IV.4. Monitoring and Evaluation System (M&E)**

###### Outputs & Outcomes:

- Revising M&E guidelines and issuing an updated manual.
- Number of Progress Reports that have been reviewed = 558.
- Number of Site Visits = 181.
- Number of meetings with projects management teams = 73.
- Number of handed-over projects = 10.
- Number of projects undergoing hand-over process = 15.
- Number of projects with approved extension period (2-6M) = 28

- 47 funded projects' members traveled abroad (Training: 21 – Conferences: 18 – Program development: 8)
- 43 international experts participated in funded projects activities (Training:11 – Peer reviewing:13 – Academic program development:9 – Consultations:10)

The following Chart illustrates the status of handing over process



(Refer to Annex 2 for M & E report)

**V. HEEP F Expenditure**

The Overall HEEP F expenditure since the beginning of the project till the end of December 2005 is **46.052.220 million LE** which is equivalent to **7.675.370.96.USD**.

This expenditure is categorized in major categories as follows:

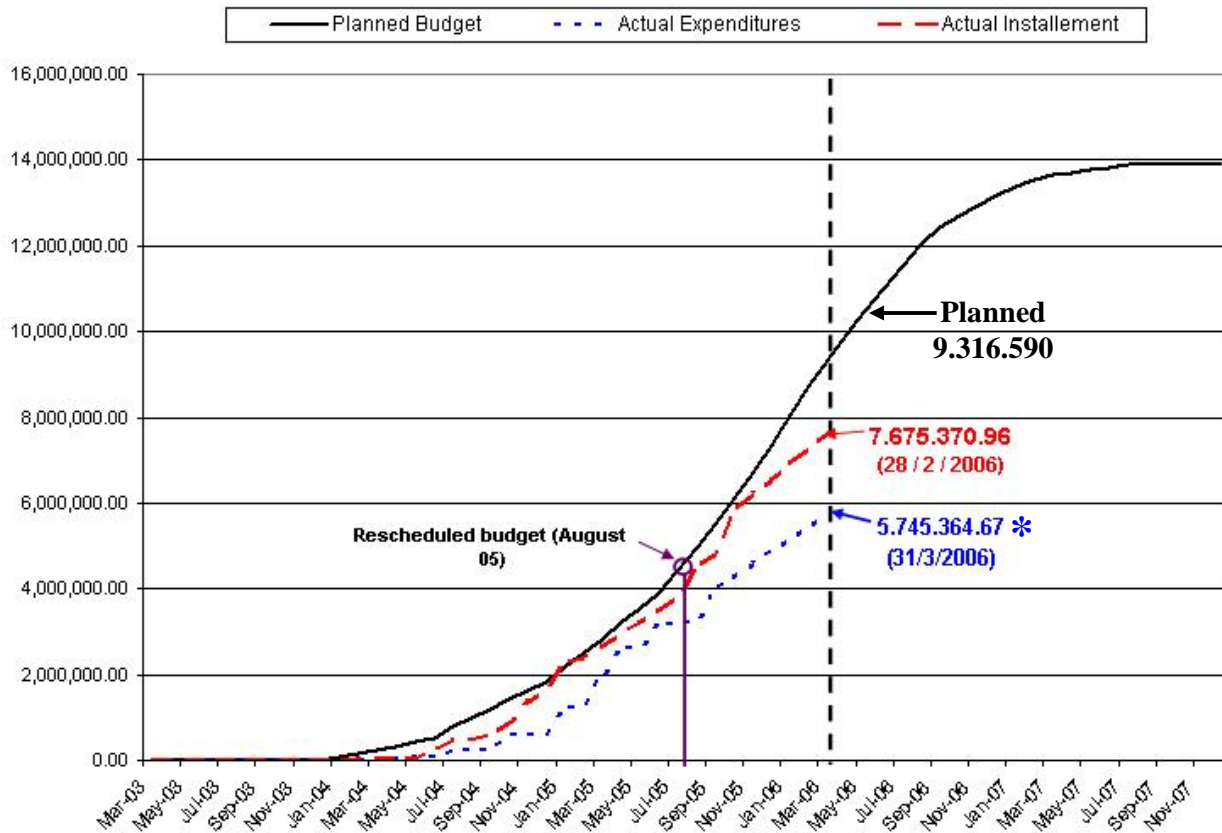
- Installment to HEEP F funded Projects*	≈ 7.348,079.80 US\$	(95.73 %)
- Consultations (monitoring – training – peer reviewing)	≈ 120.429 US\$	(1.83%)
- Administrators (non-faculty staff)	≈ 12.695 US\$	(0.19%)
- Projects Evaluation Workshops	≈ 99.200 US\$	(1.52%)
- Stationary & Utilities	≈ 38.174 US\$	(0.58%)
- Board meeting allowances	≈ 2.890 US\$	(0.05%)

**Total:** ≈ **7.675.370.96 US\$ (100%)**

**N.B. planned budget as of March 06 was: 9,316,590.00**

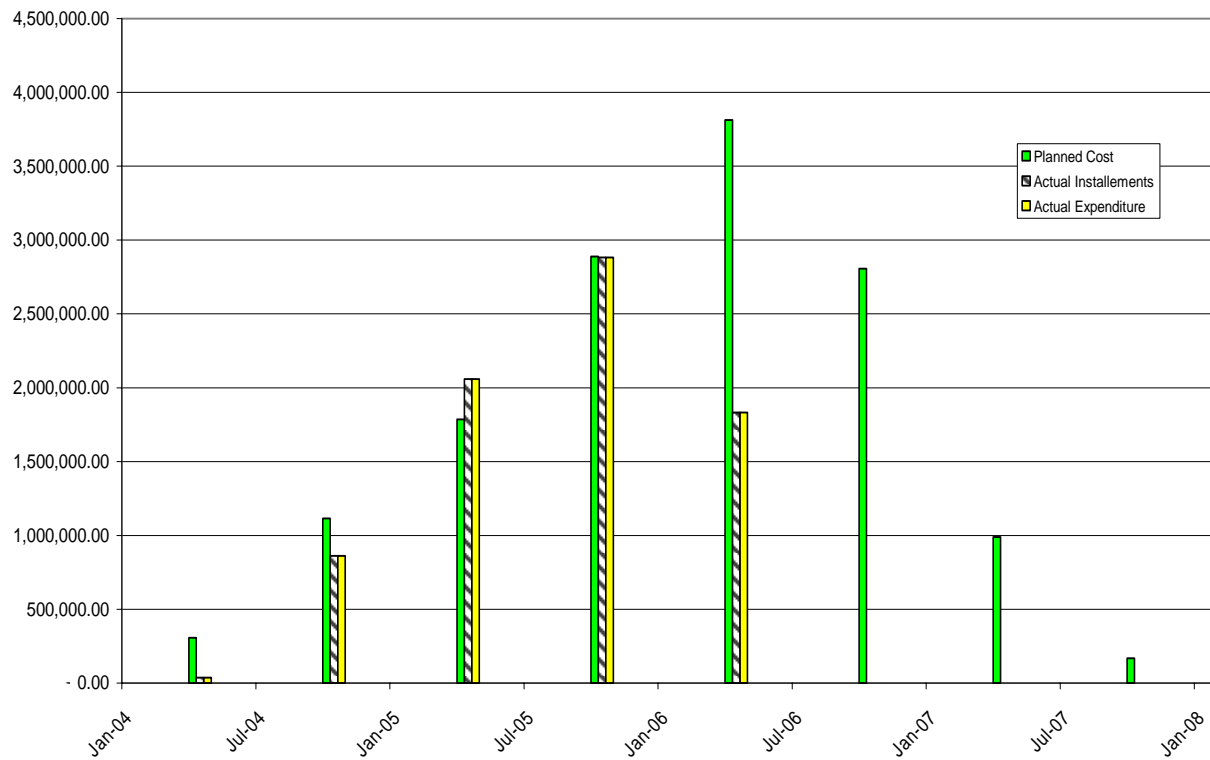
The following S-Curve illustrates the cumulative expenditure (transfers and actual funded projects' expenditure) as compared to planned cumulative budget.

**Planned Budget, Actual Installements & Actual Expenditure US\$ (March 06)**



\* the expenditure records are for 106 projects out of 158 as the progress report date for 4<sup>th</sup> cycle projects is due end of April 06.

**Planned Cost + Actual Installements + Actual Expenditure (March 06)**



*(Refer to Annex # 1)*

## VI. Integration & Coordination system:

One major objective of HEEPF is to strengthen collaboration and integration between H.E. Institutions. The extent of the underlying culture and structure of the HEEPF organization determine the success of effective collaboration. It is believed that collaboration is the inherent belief and enforcement of merit sharing rather than hoarding. The culture, also, enforces collective utilization of information and its value.

One of the main goals of the HEEPF is the collaboration between 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. Collaboration has 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.

Thus, an integration and coordination mechanism was initiated to encourage coordination, collaboration and integration between funded projects in order to broaden the scope of enhancement within HEIs.

In this regard, the following action has been taken:

- **6 preparation meetings.**
- **14 Sub-groups workshops for 4 sectors (Science, Agriculture/veterinary medicine, Allied medical sciences, Engineering).**
- **4 Faculties representing 4 sectors (Science at Assiut, Agriculture at Alexandria-Shatbi, Kasr El-Eini at Cairo & Engineering at Cairo).**
- **2/4 Specialized workshops (For science at Assiut University, for Agriculture/veterinary medicine at Alexandria University).**
- **0/1 Overall I/C workshops for all projects.**

### VI.1. Basic sciences sector workshop

Basic sciences sector workshop was held in Assiut University on Thursday April 6th 2006 with a total number of participants 230 (8 sector's committee members, 12 heads of departments, 80 funded projects' management teams members, 130 faculty members and assistant staff). The pilot integration and coordination scheme which was applied at the faculty of science, Assiut University was shared with participants for exchange of experience and feedback.

#### **Objectives:**

- Awareness about projects in Basic Science (24 projects funded from HEEPF)
- Exchange of Experience and Outcomes benefit maximization
- Presentation and Evaluation of Integration/Coordination experience and action plans for projects within Faculty of Science – Assiut University and in Biology ,Chemistry and Physics disciplines.

- Involvement of Basic Science Sector Committee in Evaluation and Sustainability of higher education enhancement projects.

#### **Workshop:**

- Opening Session:

Dr. Ahmed Hassan

PMU Director (Representing Assiut University President)

Dr. Mostafa Kamal Dean, Faculty of Science, Assiut University

Dr. Ahmed El-Samahy President, Basic Science Sector Committee

Dr. Galal Abd El-Hamid HEEPf Director

- Presentation and Evaluation of Integration/Coordination experience and action plans for projects within Faculty of Science – Assiut University (12 projects).
- Basic Science Projects Poster Session.
- Presentation and Evaluation of Integration/Coordination experience and action plans for Biology (10 projects), Chemistry (7 projects) and Physics (6 projects) disciplines.
- Open Discussion and Recommendations

#### **Recommendations:**

- Establishing a mechanism for exchange of projects outcomes between Universities
- Sector Committee endorsement for development plans
- Electronic Portal for Basic Science Disciplines
- Encouraging self learning for some sections of courses and programs
- Development of Universities Networks to match e-Learning requirements
- Concentrating on practical and applied parts in basic science study
- Dissemination within all Basic Science Faculties and Departments about projects activities and outcomes
- Cooperation with Education Faculties in Basic Science education

*(Refer to Annex # 3)*

#### **VI.2. Agricultural and veterinary medicine sectors' Workshop**

Agricultural and veterinary medicine sectors' Workshop was held in Alexandria University on Thursday April 13<sup>th</sup> 2006 with a total number of participants 343 (34 sector's committee members, 6 heads of departments, 87 funded projects' management teams members, 216 faculty members and assistant staff). The pilot integration and coordination scheme which was applied at the faculty of Agriculture , Alexandria University was shared with participants for exchange of experience and feedback.

The first session of the workshop started with a welcoming word from Dr. Tarek Al-Qaey (Dean of the Faculty of Agriculture, Alexandria University) to the attendance and the panel. Dr Galal Abd El-Hamid (Director of the HEEPf), Dr. Hosam Al-Attar (President of Banha University) and Dr. Abd El-Kareem Abu AlHassan (Director of the Educational Development Unit, Alexandria University) were on the Panel. Then, Galal Abd Al-Hamid, had a presentation on the goals and budget of the HEEPf designated for both agriculture and Vet. Sections and the number of funded projects in each (17 in agriculture and 12 in vet. Medicine). During the break after the first session, the posters were viewed and discussed for one hour. During the second

session, the integration groups were presented. The first integration model, representing the Faculty of Agriculture, Alexandria University, was presented by Dr. Abdel-Wahab Shalaby, in which he delivered the intended action plan for integration amongst the running projects that are funded by HEEPF. The second integration group followed and focusing on “Nutrition and Dairy product” and it was presented by Dr. Khaled Alsaadany. The third group was related to “Animal production” and was presented by Dr. Talaat Al-Khateeb. The fourth group was focused on “Biotechnology and agriculture production” and was presented by Dr. Abdel-Raheem Ahmed Ali. The last integration group was related to “Pathology and Anatomy” and was presented by Dr. Ashraf Sharaby.

Open discussions followed, and several recommendations were reached.

- 1- Setting a mechanism for exchange of outputs of projects among Universities
- 2- Establishing an entity at the HEEPF to follow up on the integration amongst projects.
- 3- Assigning 10% from project’s fund for integration (5% for integration with the Faculty and 5% for integration with other Faculties)
- 4- Enhancing the university network to cope with the requirement of the electronic education
- 5- Organizing a follow up work shop within 6 month.
- 6- Using Questionnaire to measure feed back from attendance and receive suggestions to improve integration.
- 7- Activating the role of students in the integration
- 8- Collaboration among the projects concerned with E-learning and ICTP.
- 9- Activating the role of Sector Committee in both agriculture and vet. Medicine to direct the integration among projects.
- 10-Increasing the dissemination for the idea of integration
- 11-Reporting the outputs of projects to members of the Sector Committees in both Agriculture and Vet. Medicine.

*(Refer to Annex # 4)*

### **VII. Impact Assessment Study:**

A Pilot impact assessment study is being carried out by a group of experts and implemented at Zagazig University through support from HEEPF in the form of provision of information and data needed about funded projects. The impact assessment study aims at achieving the following objectives:

- Carry out an important integral part of HEEPF approved implementation plan.
- Provide a model that could be adopted for impact assessment at a wider scale, i.e. some or all of national enhancement projects.
- Get feedback about HEEPF performance and direct impact achieved at institutional level (university) through an external group of consultants.
- Enable universities to develop their own mechanisms for assessing impacts of enhancement activities (Top-down or Bottom-up).

The following activities are carried out by the consultancy group:

- Terms of reference
- Resources Allocation (Human & Material)
- Development of tools (preparation, validation & authentication)
- Definition of targeted groups
- Pilot study on different levels of stakeholders.
- Refinement of tools and field implementation.
- Final report.

The following charts show some results of the impact assessment study

*(Refer to Annex #4)*

## **VIII. Response to Aid Memoir:**

### **Achievements**

1. HEEPF activities between June 2005 and March 2006 have progressed satisfactorily in the three areas: (i) continuation of publicity and dissemination of information, capacity building, 4<sup>th</sup> round of competition, and monitoring and evaluation; (ii) addressing shortcomings identified during the June 2005 mission; and (iii) embarking on a new initiative to foster collaboration and integration among all on-going projects.
  
2. HEEPF has embarked on a new initiative to strengthen the link between all existing projects in the higher education system, regardless of their source of funding. The process is intended to foster integration and collaboration vertically (inside one institution) and horizontally along regional, sectoral, disciplinary dimensions and is seen as a vehicle for eliminating duplication, sharing resources and experiences, providing accessibility portals, adopting standards, integrating training and dissemination activities, and building a stronger critical mass of activities.<sup>1</sup>

### **Issues**

3. Although HEEPF has taken steps to expedite the transfer of funds to project recipients and has simplified the reporting process and required paperwork considerably, complaints about the slow pace and paperwork persist and were heard during site visits from some project recipients. HEEPF asserts that it tracks requests for all projects and its records indicate that the delay in processing is never longer than 7 days. There are, however, holds on transfers if there is a violation of WB Financial Management Guidelines or if the technical evaluation does not satisfy the agreed upon deliverables. For instance some project managers have spent 24% of the overall budget on staff cost in the first 6 months from funds transferred for the purchase of equipment; moreover, transfers are not made until projects have spent more than 75% of the previously transferred funds.
  
4. The slow completion rate of projects is a concern. A good percentage of small and medium sized projects funded through the 1<sup>st</sup> and 2<sup>nd</sup> rounds should have been completed by now. To date, only 8 have actually closed and another 47 are expected to be completed within the next 6 months.
  
5. A concern repeatedly voiced by individuals with whom the mission interacted is the question of sustainability. HEEPF has been instrumental in engaging the academic community in a wide range of development projects. Notwithstanding the reach (2,300 individuals, 90 Faculties), it has benefited no more than 30% of the academic community. This wave of action has only whetted appetites and given rise to greater expectations both on the part of project recipients and those who did not succeed in obtaining funding nor participate in the 4 rounds of competition. If there

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Further details are available in the *Integration and Coordination Report* which was archived at the WB Cairo office.

are no further opportunities for program development the advances made thus far through HEEPF will be difficult to sustain.

6. Another fundamental concern expressed by faculty members pertains to the system itself rather than to HEEPF. The system does not make a distinction between those who perform well and those who do not. Salary increases and promotions are awarded irrespective of performance. This, in turn, discourages individuals from taking on projects such as HEEPF which require considerable commitment in terms of time and resources. It was agreed that the legal framework granting universities greater autonomy should help in improving the context overall.

**IX. Action Plan (April – October 06):**

According to the WB Aide Memoir, It has been agreed that HEEPF will:

- Close at least 80% of first round projects and 30% of second round projects (total of 47 projects) by October 2006.
- Disburse funds to on-going projects promptly and without unwarranted delays (on going).
- Monitor and evaluate all on-going HEEPF projects by October 2006.
- Develop a plan and begin to collect baseline data, using input, process, output and outcome indicators pertaining to academic programs, faculty, students and institutions by June 30, 2006, in order to identify any change in quality and relevance once HEEPF projects begin to be implemented and present preliminary results during the next supervision mission.
- Prepare a blueprint for a second phase HEEPF (strategic goals, process of implementation, evaluation and impact assessment, and potential sources of funding) by October 2006

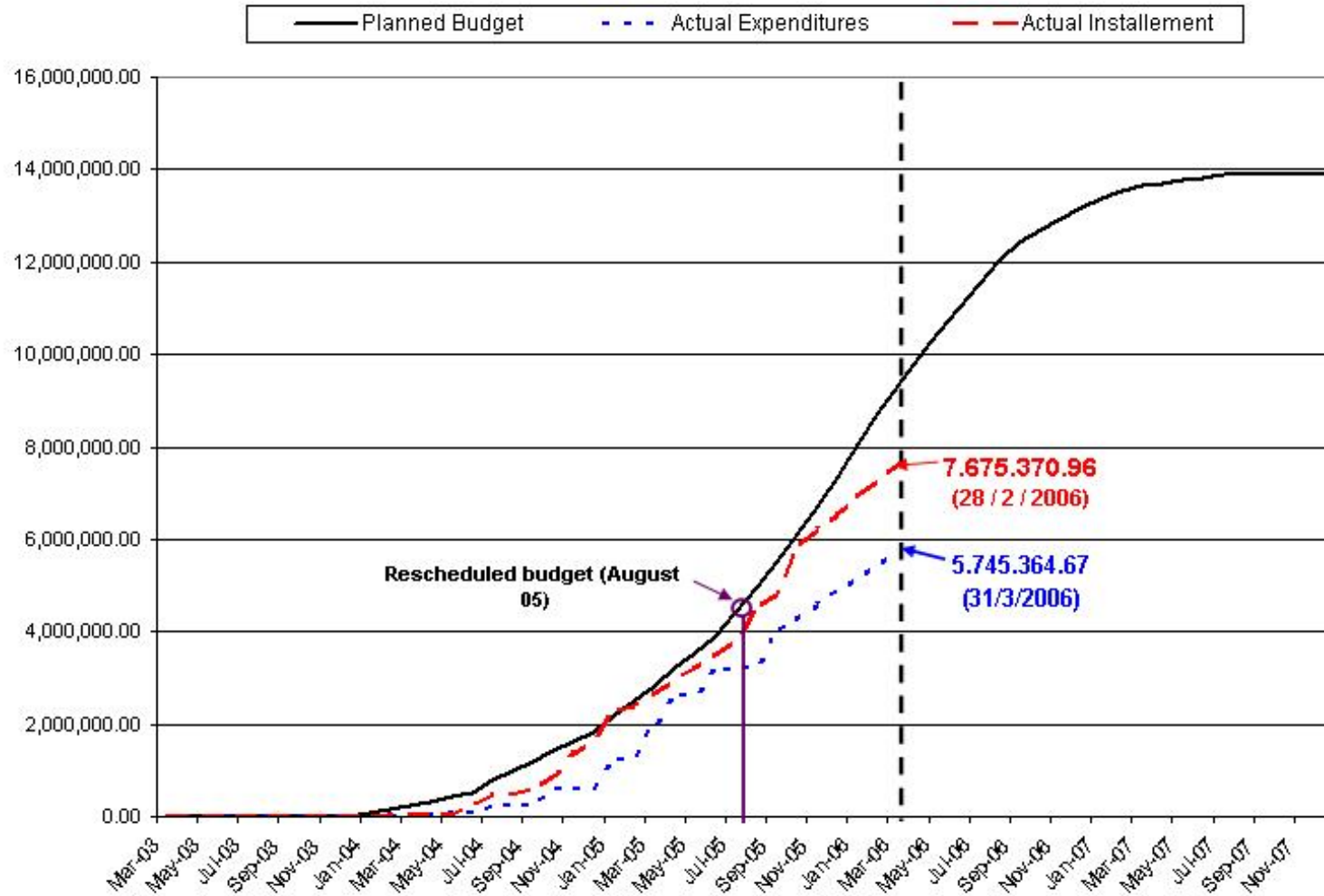
***(HEEPF expenditure is expected to reach 4 million US\$ during the next 6 months (refer to Annex 1 for planned HEEPF budget file***



## **Annex I: HEEPf Expenditure**

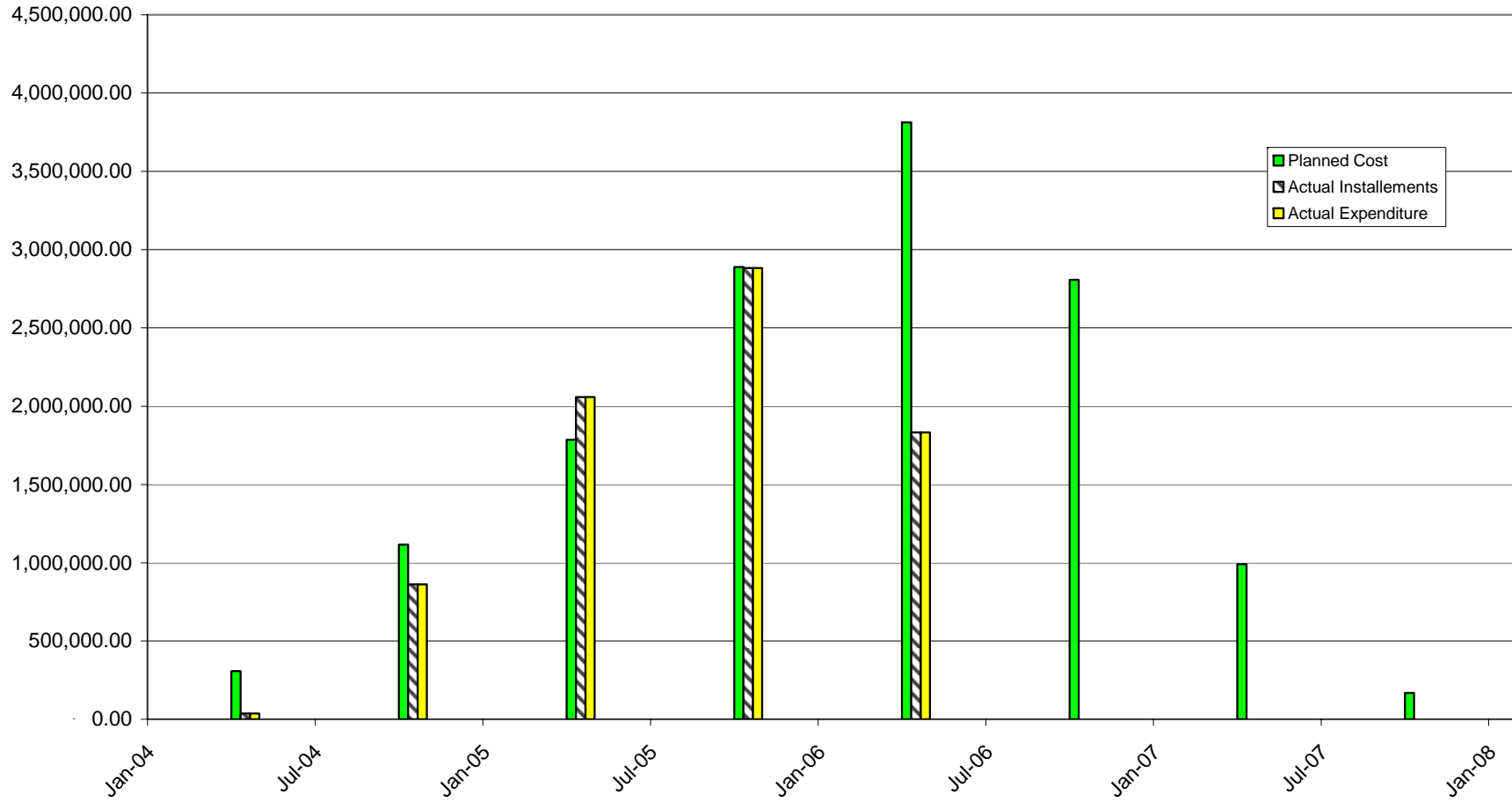


**Planned Budget, Actual Installements & Actual Expenditure US\$ (March 06)**





**Planned Cost + Actual Installements + Actual Expenditure (March 06)**



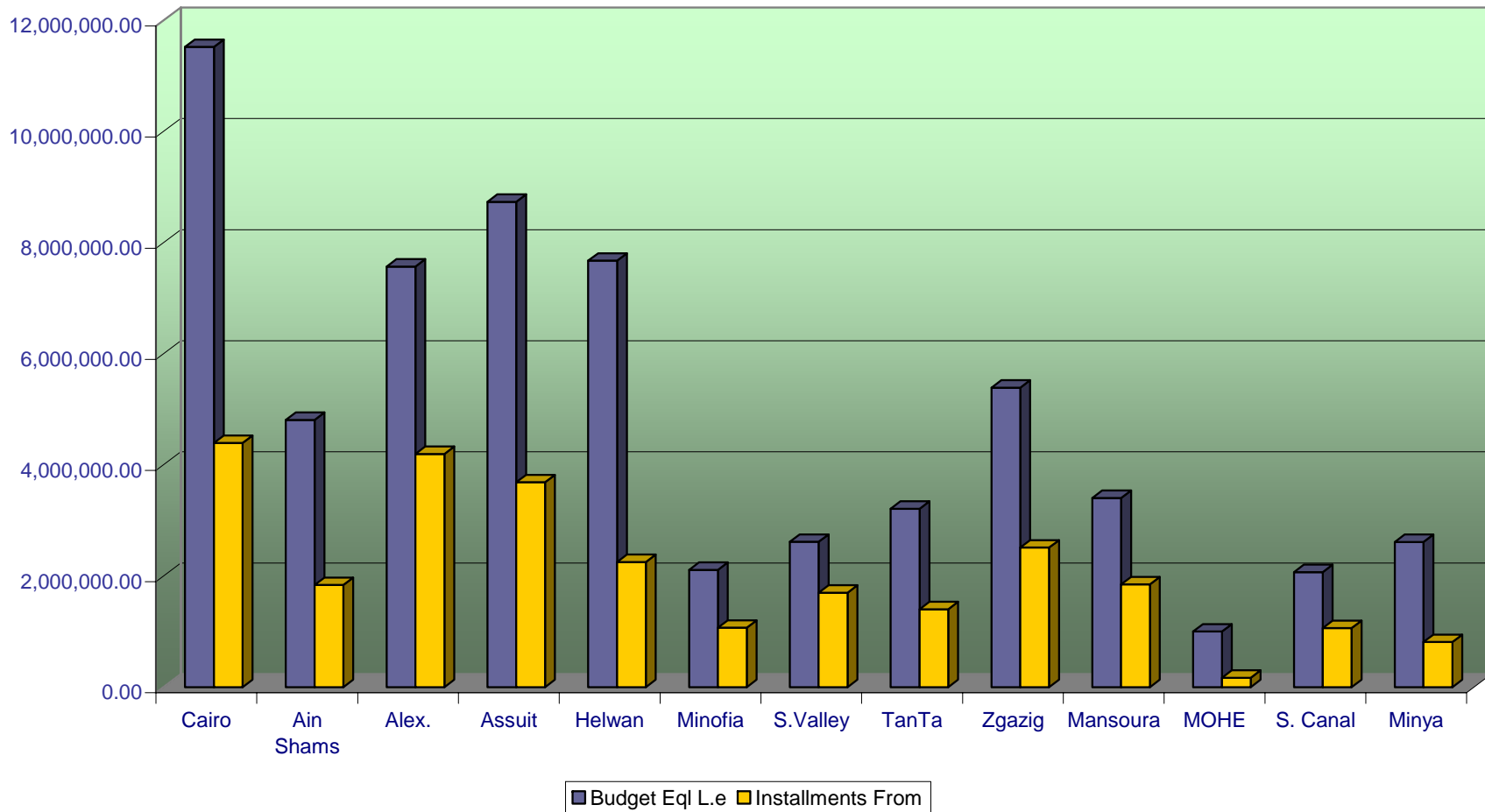
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s BEGINNING	-----PLANNED SCHEDULE-----		---ACTUAL SCHEDULE---		---ACTUAL SCHEDULE---	
	USAGE	CUMULATIVE	USAGE	CUMULATIVE	USAGE	CUMULATIVE
Month	Planned Cost	Planned Budget	Actual Expenditure	Cumulative Expenditure	Actual Installemet	Cumulative Expenditure
01-Mar-03	0.00	0.00	0.00	0.00	0.00	0.00
05-Apr-03	0.00	0.00	0.00	0.00	0.00	0.00
03-May-03	0.00	0.00	0.00	0.00	41.30	41.30
07-Jun-03	1,176.00	1,176.00	0.00	0.00	0.00	41.30
05-Jul-03	1,176.00	2,352.00	0.00	0.00	352.31	393.61
02-Aug-03	1,471.00	3,823.00	0.00	0.00	436.05	829.66
06-Sep-03	1,176.00	4,999.00	0.00	0.00	0.00	829.66
04-Oct-03	3,000.00	7,999.00	6,255.00	6,255.00	1,630.38	2,460.04
01-Nov-03	5,000.00	12,999.00	0.00	6,255.00	5,370.81	7,830.85
06-Dec-03	2,714.00	15,713.00	0.00	6,255.00	46.79	7,877.64
03-Jan-04	59,478.00	75,191.00	0.00	6,255.00	11,051.42	18,929.06
07-Feb-04	78,352.00	153,543.00	0.00	6,255.00	18,774.47	37,703.53
06-Mar-04	77,995.00	231,538.00	22,200.00	28,455.00	467.74	38,171.27
03-Apr-04	83,923.00	315,461.00	22,935.00	51,390.00	1,119.89	39,291.16
01-May-04	106,417.00	421,878.00	9,228.00	60,618.00	10,039.58	49,330.74
05-Jun-04	110,822.00	532,700.00	14,809.40	75,427.40	193,430.97	242,761.71
03-Jul-04	246,700.00	779,400.00	144,757.38	220,184.78	219,189.96	461,951.67
07-Aug-04	197,360.00	976,760.00	7,700.00	227,884.78	5,601.80	467,553.47
04-Sep-04	199,360.00	1,176,120.00	7,700.00	235,584.78	140,923.07	608,476.54
02-Oct-04	254,398.00	1,430,518.00	357,785.39	593,370.17	293,418.45	901,894.99
06-Nov-04	205,308.00	1,635,826.00	7,700.00	601,070.17	438,373.83	1,340,268.82
04-Dec-04	202,808.00	1,838,634.00	17,040.00	618,110.17	369,286.09	1,709,554.91
01-Jan-05	339,006.00	2,177,640.00	614,333.66	1,232,443.82	567,598.91	2,277,153.82
05-Feb-05	317,359.00	2,494,999.00	44,251.16	1,276,694.98	106,217.69	2,383,371.51
05-Mar-05	316,942.00	2,811,941.00	701,965.26	1,978,660.24	280,357.53	2,663,729.04
02-Apr-05	404,865.00	3,216,806.00	629,932.13	2,608,592.37	296,747.73	2,960,476.77
07-May-05	322,692.00	3,539,498.00	30,292.79	2,638,885.16	238,016.18	3,198,492.95
04-Jun-05	359,692.00	3,899,190.00	552,257.27	3,191,142.42	307,965.15	3,506,458.10
02-Jul-05	497,692.00	4,396,882.00	29,905.03	3,221,047.45	303,233.77	3,809,691.87
06-Aug-05	550,954	4,947,836.00	22,050.44	3,243,097.89	730,520.47	4,540,212.34
03-Sep-05	550,954	5,498,790.00	770,649.97	4,013,747.87	308,427.75	4,848,640.09
01-Oct-05	605,681	6,104,471.00	288602.8	4,302,350.67	994,187.40	5,842,827.49
05-Nov-05	605,681	6,710,152.00	288602.8	4,590,953.47	372,161.98	6,214,989.47
03-Dec-05	650,681	7,360,833.00	288602.8	4,879,556.27	333,013.20	6,548,002.67
07-Jan-06	705,681	8,066,514.00	288602.8	5,168,159.07	392,735.06	6,940,737.73
04-Feb-06	650,038	8,716,552.00	288602.8	5,456,761.87	367,316.62	7,308,054.35
04-Mar-06	600,038	9,316,590.00	288602.8	5,745,364.67	367,316.62	7,675,370.96
01-Apr-06	600,242	9,916,832.00	0.00	5,745,364.67	0.00	7,675,370.96

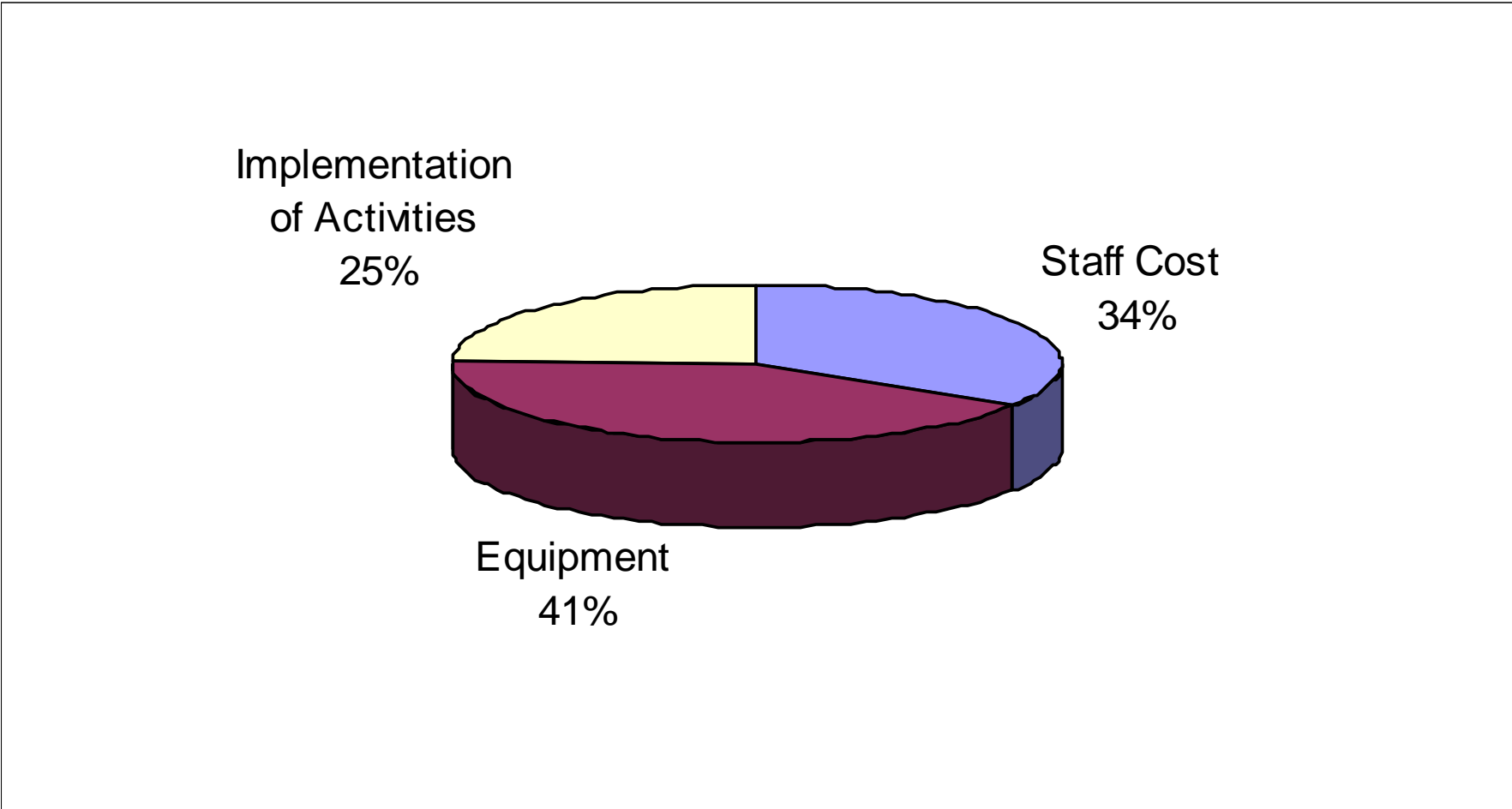


## Budget & Installments



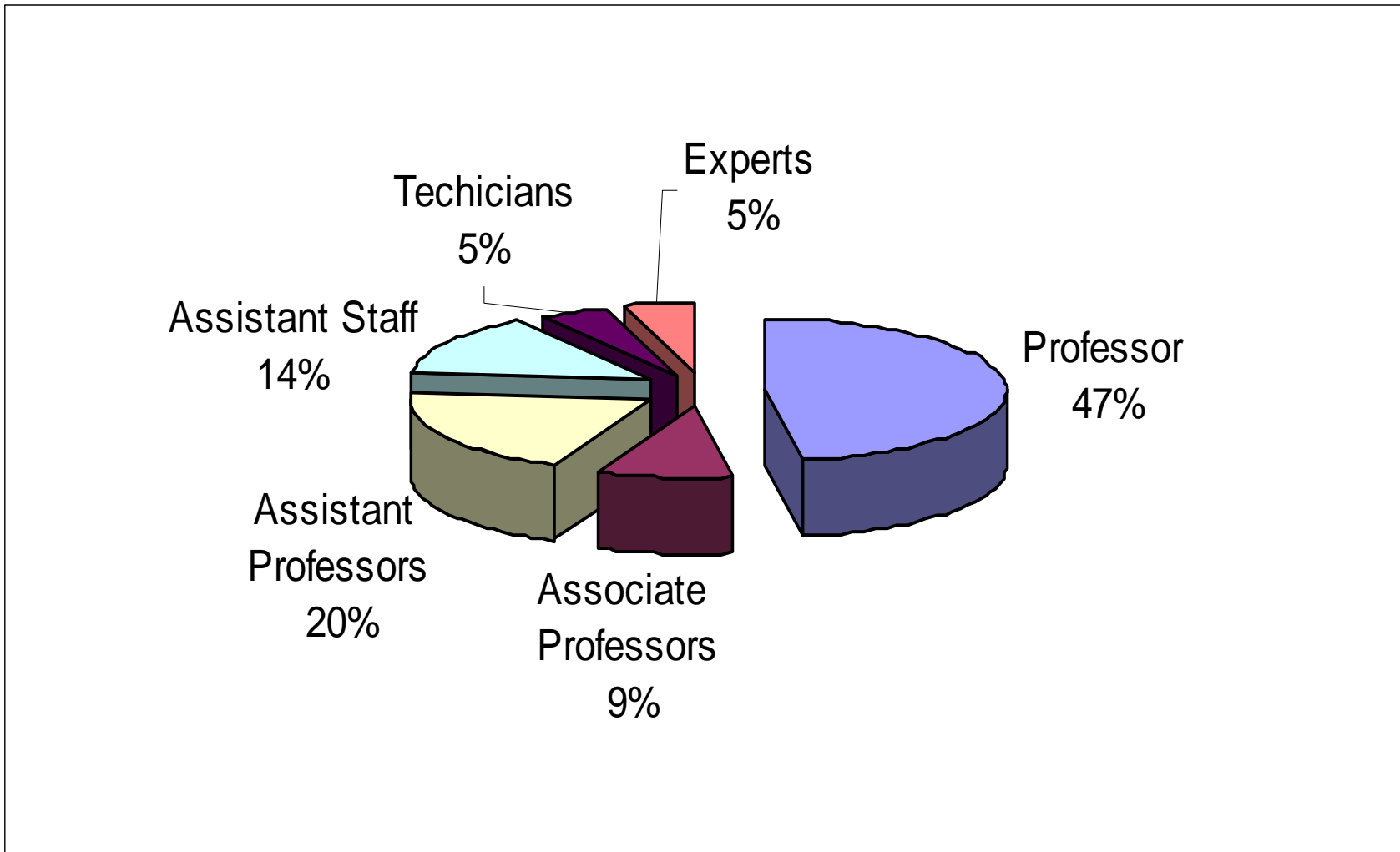


### Analysis of funded Projects Expenditure





## Analysis of Staff Cost





## Analysis of Implementation Cost

