

Summary of Terminal Evaluation

1. Outline of the Project	
Country: Arab Republic of Egypt	Project title: Establishment of Egypt-Japan University of Science and Technology (E-JUST) Project
Issue/Sector: Higher Education	Cooperation scheme: Technical Cooperation Project
Division in charge: Technical and Higher Education Division, Higher Education and Social Security Group, Human Development Department	Total cost: approx.3.0 billion yen (FY2013 inclusive)
Period of Cooperation	(R/D): October 2008 – October 2013 (5 years)
	(Extended):October 2008 – January 2014 *It was decided to extend the period of cooperation after this terminal evaluation. Therefore, this evaluation was conducted on the basis of the initial period of cooperation.
	Partner country’s implementing organization: E-JUST, Ministry of Higher Education and Ministry of International Cooperation Supporting Organization in Japan: Japanese Supporting Universities Consortium (12 Japanese Universities: Hokkaido University, Tohoku University, Waseda University, University of Tokyo, Keio University, Tokyo Institute of Technology, Nagoya University, Kyoto University, Kyoto Institute of Technology, Ritsumeikan University, Osaka University, Kyushu University) Related Cooperation: none
1-1. Background of the Project	
<p>The national universities in Egypt that are supposed to educate and produce well qualified human resources are faced with a soaring number of students due to the introduction of tuition free high education. As a result, the phenomenon of mass production has been rapidly progressing in university education, with which its quality has been evidently declining.</p> <p>The government of Egypt has set the policies of providing quality education based on economic and social needs and developing human resources who will play the pivotal role in nation-building. As a part of the reforms, new universities have been founded in recent years in partnership with foreign countries. However, the establishment of such universities has a restricted impact on the educational reform of higher education in Egypt.</p> <p>In the light of the above circumstances, the government of Egypt has requested assistance from the government of Japan for establishing a national university, Egypt-Japan University of Science and Technology (here in after referred to as “E-JUST”) based on the concept of graduate school, research-centered, pragmatic and international standard education for a small number of students. This type of university is totally different from the existing national and private universities in Egypt in that the feature of Japanese education and research in Engineering are applied.</p>	

This Project started in October 2008 with cooperation period of five years, and the first batch students enrolled at E-JUST in February 2010. In order to provide technical and academic assistance to E-JUST, 12 Japanese universities form Japanese Supporting University Consortium (hereinafter referred to as “JSUC). The Project was expected to complete in October 2013. The Terminal Evaluation Term for the Project was organized and dispatched by JICA prior to the completion of the Project in order to review the progress, achievements and implementation process of the Project activities.

1-2. Project Overview

This project aims to establish a new university, E-JUST, in which the feature of Japanese education and research are applied. The research and education capacity of E-JUST is enhanced with support of Japanese universities.

(1) Overall Goal

E-JUST becomes to sustainably produce highly qualified human resources who can lead the socio-economic development of Egypt, Arab countries and Africa.

(2) Project Purpose

Foundation to become a world class leading university is established by steadily practicing the basic concept of E-JUST.

(3) Outputs

<Output 1> Research capacity of E-JUST’s academic staff is strengthened to reach the international level

<Output 2> Capacity of E-JUST’s students to conduct practical and creative research is cultivated and enhanced by conducting ORT (on the research training/education)

<Output 3> Capable technical staff, who support research activities, are recruited and play the expected function.

<Output 4> Collaboration between E-JUST and industries in Egypt and Japan is enhanced.

<Output 5> Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced.

<Output 6> Active information dissemination of E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.

(4) Inputs

Japanese side: Total cost JPY 3.0 bil approx (FY2013 inclusive)

- Long-term Experts: 12
- Short-term Experts:
 - Contract-base: 227
 - Other Short-term Experts : 66

Mission Members: 104

Others: 2

- Short-term Training: Twice (10 participants)
- Equipment Provision: approx.. USD 16.10 mil (FY 2008-FY2012)
- Project Activity Cost: approx. JPY 80.25 mil (FY2008-FY2012)

Egyptian side:

- No. of administrative staff: 63
 - No. of academic staff: 26
 - Providing the land for campus
 - Project Office Activity Cost: Fixtures, stationeries and utility costs
 - Local cost: EGP 72, 512,010* (approx. JPY 1.033 mil)
- *Operation cost of E-JUST during Egyptian FY 2010-2013 (Based on E-JUST's reports to BoT)

2. Evaluation Team

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Period of Evaluation	7 May – 2 June 2013	Type of Evaluation: Terminal Evaluation
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3. Result of Evaluation

3-1. Project Performance

(1) Level of the achievement of Outputs

Output 1: Research capacity of E-JUST's academic staff is strengthened to reach the international level.

Output 1 is mostly achieved. Two departments, MSE and ENV , are conducting 4 joint researches with Japanese Universities. Moreover ,some departments are being involved in projects with foreign universities and institutions.Considering the large number of publications accepted by international journals and presentations made at international conferences, the research capacity of E-JUST's academic staff has reached the starting point toward the international level.

(International Conference Presentation: 147 , International Journal Puclication:99)

Assistance of JSUC has largely contributed to yielding all these outputs. E-JUST, however, should continue to increase the number of academic staff so that the institutional research capacity of E-JUST can be strengthened.

Some departments are granted a large number of research funds and equipment while others are not. For example, CSE department is granted 26 funds, 1,002,443USD in total while 2 departments are not granted any funds.

Output 2: Capacity of E-JUST's students to conduct practical and creative research is cultivated and enhanced by conducting ORT (on the research training/education).

Output 2 is achieved partially. A high completion ratio of master and doctoral students in the period of two and three years respectively shows their strong academic capacity enhanced at E-JUST. In addition, two doctoral students filed for patents. However, a shortage of academic staff

and limited space of research and education have affected the establishment of laboratories and launching research projects. The indicator of employers (industries, industries and universities) ratio should be evaluated after a large number of graduates, who study at E-JUST are employed in industries.

Output 3: Capable technical staffs, who support research activities, are recruited and play the expected function.

Output 3 will be achieved fully in near future. The Technology Management Department has been striving to reach the level of functioning based on the advice provided by Japanese experts. E-JUST recently hired three capable engineers for the department. A total of four Egyptian staffs (one co-director and three engineers) through on-the-job training, have established maintenance and operation systems of common-use equipment and developed utilization rules and safety standards for faculty and students. Since E-JUST aims to be a research-oriented university possessing the latest laboratory equipment and facilities, they play a vital role in supporting research activities. E-JUST should continue to recruit capable technical staffs while providing them proper training.

Output 4: Collaboration between E-JUST and industries in Egypt and Japan is enhanced.

Output 4 is achieved partially. Collaboration between E-JUST and industries through joint/contract researches has already started. Famous companies such as Pharco Pharmaceuticals, IBM, Microsoft and Google have been engaged. The Centre for Innovative Technology was newly set up in E-JUST. Also, the Industry Liaison Office, which is being established, will be responsible for the industry linkage. It is strongly expected that collaboration with industries will be accelerated by conducting public relations activities toward the promising and growing industries in New Borg El-Arab and other regions in the country. However, the achievements of collaborative researches so far attribute to a part of eight faculties, and that the awareness of E-JUST in industry is not high and hence E-JUST needs to continue its effort to enhance its awareness.

Output 5: Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced

Output 5 is still in progress to be achieved. The university management remains an issue to be

enhanced. E-JUST needs to make an even greater effort to improve its management through stronger engagement of the senior management and administrative staff and closer coordination of various councils. Also, the administrative capacity needs to be enhanced. The vacancy of a vice president for International Affairs should be addressed. Also, several administrative departments ought to be established with a sufficient number of staff. On the other hand, it is commendable that E-JUST decided to adopt a dual system using financial accounting principles and other government accounting principles from 2013/14.

Output 6: Active information dissemination of E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.

Output 6 is completely achieved. E-JUST has already signed MOUs with foreign universities and research institutions and ones with Egyptian counterparts. Also, E-JUST has actively organized and hosted and participated in international symposiums, conferences and workshops. Those activities provide E-JUST optimum opportunities to demonstrate and disseminate its high academic potentialities to the world as well as to make new academic collaborations. E-JUST will avail itself of an opportunity of publicizing its academic excellence at the 5th Tokyo International Conference on African Development in June 2013.

(2) Level of the achievement of Project Purpose

Foundation to become a world class leading university is established by steadily practicing the basic concept of E-JUST

All the indicators are expected to be achieved by the end of the Project. As of May 2013, the average number of accepted research papers in international journals per faculty at E-JUST is 1.09. This number is more than two in some departments. It is not easy to make a comparison of the index number with other Egyptian universities since most Egyptian universities do not release the statistical data on such indicators. During this terminal evaluation, the evaluation team made a visit to top universities in Egypt, but such data were not provided. The survey, at least, found that faculty members in engineering at Egyptian universities have little time to spare for research activities as they were forced to be heavily involved in education. Insufficient equipment also restricts their research activities. Hence, judging from reality, the index number at E-JUST seems to be quite high, and E-JUST is most likely to be ranked within top five among Egyptian universities in terms of the number of research papers per faculty member. As for the document of “Common Understanding”, the basic concept of JICA’s support toward E-JUST and the range of support from JSUC, which were expected to be described in the document, have been shared among Egyptian and Japanese sides through regular meetings.

(3) Level of the achievement of Overall Goal

E-JUST becomes to sustainably produce highly qualified human resources who can lead the socio-economic development of Egypt, Arab countries and Africa.

E-JUST made a soft opening at its tentative campus in 2010. The E-JUST new campus is the responsibility of Egyptian side and its initial plan was that the construction would be completed in 2012. Currently, E-JUST is preparing for its campus master plan which targets the completion of campus in 2016. E-JUST has made progress in a right direction towards for the top 500 in a world university ranking within 10 years after the completion of new campus. While the Egyptian side needs to make more efforts to strengthen E-JUST-industry collaboration, E-JUST has been establishing its implementation structure of university-industry collaboration and producing some tangible results with actual collaborative projects. With a gradual improvement of education and research environment, E-JUST would produce leading persons in academia and industry and become to sustainably produce highly qualified human resources who can lead the socio-economic development of Egypt, Arab countries and Africa.

3-2. Summary of Evaluation Results

(1) Relevance

The relevance of the Project is judged to be very high.

With all things considered as below, the relevance of the Project is judged to be very high. E-JUST was founded based on the Presidential Decree following the bilateral agreement. It has been successively authorized by the new government based on the E-JUST Status Decree issued on May 9, 2011.

The highest decision-making body of E-JUST, the Board of Trustees (BOT) is composed of diverse top-class members of ministries, industries and universities from both countries.

Turning eyes to the reality, as described in 1-1. Background of the Project, Egypt is faced with declining quality of higher education, which is unable to foster human resources meeting the demands from industries. In addition, brilliant students or researchers leave Egypt to seek better leaning and research environments. To tackle this problem, E-JUST is trying to become a prestigious university with a Japanese-type concept and style, crystallizing small-group, graduate-focused, research-oriented, world-class and practical instruction toward selected students.

What E-JUST is striving for is consistent with the Strategic Framework for Economic and Social Development Plan Until Year 2022 issued by MOPIC in 2012, in which human resources development and employment promotion are clearly emphasized. This paper also places value on employment promotion through economic development and innovation through science and technology.

For the Japanese government, E-JUST also coincides with the 4th Science and Technology Basic Policy (2011-15) in which international activities in science and technology are encouraged to be taken strategically in tandem with the global trend. Amidst the rapid progression of internationalization, greater stress is placed on fostering younger generation while encouraging domestic universities to be open and go global. This idea is mentioned in some policy papers such as the Project for Promotion of Global Human Resource Development (June 2011) and the Strategy for Rebirth of Japan (December 2011). In this regard, this collaborative work of establishing a

world-class university (E-JUST) is increasingly important for Japan as well.

(2) Effectiveness

The effectiveness of the Project is evaluated to be good.

Considering the level of achievements of the Project outputs, there have been moderate progress towards the achievement of the Project purpose. The six outputs are relevant to the achievement of the E-JUST's basic concept and it is adequate in the logical linkage between the outputs and the Project purpose.

While the Project has massive challenges ahead, it has demonstrated the effectiveness in research to some extent despite a short period of time.

Within the Japanese side, E-JUST is supported not by individual professors but by universities as organizational entities. Especially, it is notable that the presidents of three top-ranked universities in Japan (Waseda University, Kyushu University, and Kyoto University) have been strongly committed to supporting E-JUST. This is a first-ever incident in JICA's long history of cooperation in higher education. Besides, JICA has successfully drawn financial assistance in the form of scholarships, from a Japanese company, namely Mitsubishi Corporation, for the benefit of promising E-JUST students. Also, the fellowship program open to all the departments was quite effective in providing an opportunity for Egyptian researchers to experience the research culture of Japanese universities. Such a harmonized support system in Japan was instrumental in enhancing the effectiveness of the Project.

In light of research and education, many papers were accepted in international journals and oral presentations were made at various conferences. In particular, E-JUST fostered 22 master degree holders and 7 Ph.D. holders for only three years from its foundation. It is also noteworthy that two doctoral students filed for patents. This is the evidence of its academic excellence and outstanding productivity in comparison with other national universities in Egypt. Thus, E-JUST has steadily yielded tangible outputs, and this was made possible by tireless efforts of 12 Japanese supporting universities, particularly, aforementioned three universities plus Tokyo Institute of Technology through periodical TV conferences and hands-on instruction. Those universities not only dispatched professors to Egypt, but also accepted Egyptian researchers in Japan. In addition, Ritsumeikan University assisted E-JUST in strengthening its management capacity through training of administrative staff in Japan.

Obviously E-JUST is a symbol of cooperation between the two countries. However, its foundation as a higher education institution needs to be strengthened further. To consolidate it, at least two tasks need to be completed. First, a new campus should be built as early as possible. Second, E-JUST should be authorized by law by 2018. It is known that there has been a sharp decline in foreign direct investment and tourists from overseas to Egypt after the democratic revolution, which negatively affected its international balance of payments, causing harsh economic and financial conditions. It is expected to take some time for E-JUST to be legally authorized by the new government. Those two tasks in this regard should be carefully monitored. With regard to university-industry relation, while some joint research was undertaken, its scale is

still limited. Concerning scholarships, most of them are from MOHE to students who will return to universities, so other types of channels need to be tapped and multiplied.

(3) Efficiency

The efficiency of the Project is medium.

Efficiency in general is medium but can be enhanced when the constraints below are resolved.

Japan provided its inputs according to E-JUST's needs in a timely manner and they contribute to the achievement of the Project outputs. On the other hand, the main E-JUST' inputs, namely campus construction and university personnel, have been delayed and the delay have certainly affected the level of achievement of the Project outputs.

State-of-the-art equipment has been properly provided by JICA. Certified public accountants and auditors were also dispatched from Japan to strengthen the financial and accounting system of E-JUST, which decided to adopt the international accounting system from the fiscal year of 2013. These efforts will enhance the efficiency and accountability of the Project. On the other hand, a previous government did not provide sufficient financial support to E-JUST. A new government has taken a positive stance on E-JUST so far, but the delay of a new campus construction has restricted research and education activities, thereby keeping E-JUST visibility in society low. The campus construction is of paramount importance to attract even more excellent students and faculty.

In university, sound management provides a basis for promoting activities in research and education. However, the turnover of management and administrative staff has affected E-JUST's foundational strength. In this regard, management training toward such staff in Japan needs to be continuously conducted for some years to come.

(4) Impact

The impact of the Project is still modest.

In short, the impact of the Project is still **medium** . However, given the short period of five years after its inception, it has abundance of potentials.

After the E-JUST's soft opening, E-JUST is still operating at its tentative campus and its operation has some restrictions in terms of education and research. However, E-JUST's competence of education and research have been certainly enhanced and hence, the Project has made progress in a right direction towards for the top 500 in a world university ranking within 10 years.

E-JUST's visibility and recognition remain low in the Middle East and North African regions as well as in Japan. While the Egyptian side needs to make more efforts to strengthen E-JUST-industry collaboration, E-JUST has been establishing its implementation structure of university-industry collaboration and producing some tangible results with actual collaborative projects. This E-JUST's effort can be seen as a right direction to establish the path to achieve a stable employment of graduates in the future. It was observed that E-JUST has moved ahead with the signing of partnership agreement with non-JSUC and non-Japanese universities. Still, it is expected to take additional years to bring about academic and social impacts in a more concrete

manner.

However, E-JUST is surely on the right track for achieving the Overall Goal. By improving academic and educational environments step by step, E-JUST can be the center of excellence in science and technology that will foster capable younger generation who will go into academia and business and eventually contribute to the development of Egypt, Arab countries and Africa.

(5) Sustainability

The sustainability of the Project is relatively high as meeting following condition.

Egypt's international balance of payments fell into a serious deficit after the democratic revolution triggered by the Arab Spring. According to the Central Bank of Egypt, the magnitude of deficit is being reduced. However, the finance agreement has not been concluded with the International Monetary Fund. Therefore, harsh economic and financial conditions are expected to continue in the foreseeable future.

On the other hand, the Minister of MOHE remarked that Egypt will create 55 universities in 10 years among which 20 will be established by the government. He expressed the ministerial commitment to take necessary budgetary measures, and the same applies to E-JUST. In addition, to enhance the sustainability of the Project, a proposal of regularly holding the E-JUST National Coordination Committee was shared, and informal consent was given by the relevant stakeholders.

Organizational and Technical Aspects

While the President of E-JUST has been strongly committed to the university management, there is still some room for improvement on its management. As for the university secretariat, there are urgent needs in its enhancement, such as a sufficient number of competent administrative staff, establishment of the rest of planned administrative sections, and enhancement of university management. In addition, the establishment of E-JUST's legal status is also urgent need in order to secure necessary budget and efficient number of university personnel, but it is assumed to take some time and it is necessary to make a follow-up on this matter.

Regarding the technical aspect, the completion rate of the student (Master 2 years and PhD 3 years) is very high and it shows the high research competence of E-JUST's students. In addition, two out of graduates of E-JUST PhD programs applied for patents as a result of their research activities and it can be also seen as evidence of the high level of E-JUST students' researches.

There have been some collaborative researches with E-JUST, such as Pharco Pharmaceuticals, IBM, Microsoft, Google, and E-JUST has obtained research funds from those world-renowned companies. E-JUST has recently launched an innovation technology center and established a unit of industry collaboration in order to accelerate its university-industry collaboration.

Within the short period of its establishment preparation and a few years after its soft opening, there has been a certain progress in the establishment of the basis of university management and technical aspect. With severe realities and commitments demonstrated by the Egyptian government in

mind, however, the Project is required to continuously enhance its organizational, academic and

technical sustainability by strengthening its management capacity, improving the quality of research and education, and adding to its attractiveness and prestige.

3-3. Factors contributing to project progress

(1) Factors related to planning

Technical and academic support from the JSUC not only contributing the development of each department but enhancing joint researches with Japanese universities. In fact, four joint researches with Japanese universities have been implemented with the financial support from Japanese government.

(2) Factors related to implementation process

A TV conference system, which is installed at E-JUST and Japanese supporting universities, has enabled to hold frequent face-to-face meetings among them. Such meetings contribute to developing a trusting relationship, which is one of the most important factors to implement the project activities efficiently and effectively.

3-4. Issues/possible factors affecting project process

(1) Issues/factors related to planning

After the 2011 Egyptian revolution, Egyptian government ran into financial difficulties due to the decrease of tourists and foreign direct investment to Egypt. Consequently the budget was not disbursed as scheduled. The revolution also affected policy- and decision-making process until the new president was elected in 2012. Those situations influenced the level of achievement of important outputs of the Project, such as the enhancement of education and research capacity and university-industry linkage. Especially, campus construction and personnel assignment are vital to the sound operation of university and hence the delay of them have affected the level of achievement of the Project Purpose and Overall Goal. However, there have been some certain progresses. For instance, the detailed design contract of E-JUST campus construction was signed in December 2012. In February 2013, the Minister of MOHE mentioned to a JICA HQ delegation that the Government of Egypt would increase its budget allocation for higher education sector over the next ten years and that the Government would provide its continuous support to E-JUST, and the Minister of MOPIC mentioned to the delegation that E-JUST is an important collaborative project between Japan and Egypt and hence the Government of E-JUST is strongly committed to E-JUST.

(2) Issues/factors related to implementation process

The rigid Egyptian regulation, that applicants for a graduate engineering program must hold a bachelor of engineering, hindered the recruitment of students with science backgrounds. Even if their academic ability and motivation are high enough to study at E-JUST, they are rejected to be enrolled in a graduate engineering program by reasons of not having an engineering bachelor's degree.

3-5. Conclusion

Despite an unexpected and drastic change of political climate that was beyond control of the Project, E-JUST has extended its maximum effort to yield academic outputs and human resources, such as the establishment of eight postgraduate engineering programs, graduation of 19 students (12 master and 7 PhD), conference presentation and international journal publication. Whenever the Project faced problems, both Egyptian and Japanese sides swiftly discussed in a regular and face-to-face meeting to work out a solution. Sincere and dedicated support from Japanese universities has also contributed substantially to the smooth operation of the Project. These continuous efforts would contribute to the achievement of some unachieved outputs during the rest of Project period.

The results of the Project have reached a certain degree of satisfaction and will be diffused further after; (1) endorsement of legal status of E-JUST based on the bilateral agreement, (2) completion of campus construction, and (3) faculty and staff recruitment and development.

3-6. Recommendations

Egyptian Side

(1) Construction of the New Campus

The delay of campus construction has affected academic activities and student recruitment. Due to space limitation, large-size equipment, that is necessary for advanced research, cannot be installed. If a permanent and well-designed campus is constructed, E-JUST will be able to provide more suitable environments that can attract more students and academic staff. In order to solve this problem, the Research Building is being constructed at a part of the permanent campus area. After the building construction is completed, enough space for equipment can be secured for the meantime.

(2) Endorsement of Legal Status of E-JUST

In order to make the legal status of E-JUST clearer, it is preferable that E-JUST would be legislated.

(3) Recruitment and Development of Academic and Administrative Staff

In sufficient number of academic and administrative staff affects research activities and university administration. Some laboratories have not been launched due to the lack of academic staff. Administrative organization has not been operated as planned. Therefore, it is recommended to continue recruiting high qualified academic and administrative staff. In terms of employment status, all current staffs (both academic and administrative) are hired on a contract basis. Some staffs cannot extend their contracts upon termination or expiration. Such inflexibility makes the staff anxious about their employment status. There are strong demands from both academic and administrative staff that E-JUST should prepare a tenure-track course for academic staff and long-term employment status for administrative staff.

(4) Collection and Accumulation of the Basic Data

The basic data such as the quantity of competitive research funds acquired by each department, the number of research papers written by each faculty member, and the list of academic and administrative staff are not well collected and accumulated. In fact, it is usual for Egyptian universities that such data is not carefully compiled. In such circumstance, E-JUST can position itself apart from other universities by possessing the basic data. The data shall be utilized not only for achieving accountability but for enhancing public relations activities.

Japanese Side

(5) Support from Japanese Side

The support from JSUC makes significant contribution to the development of academic departments, educational systems and research activities at E-JUST. However, both Egyptian and Japanese sides A proper number of Japanese experts have been dispatched in a timely manner. The fields of expertise are also appropriate while the Egyptian side requests a larger number of Japanese experts who stay longer at E-JUST for teaching and research. Especially, the post of the vice president for international affairs is strongly requested to be occupied by a Japanese expert. However, it is not easy for Japanese academic staff to leave their home universities for a long period. In order to enhance their motivation to remain at E-JUST for a longer time, it could be proposed that Japanese universities or authorities will provide them rewards for joining the Project, such as an exemption from teaching duties for the following semester or special promotion.

The administrative departments strongly wished that Japan should get more involved in the university administration since the Egyptian administration system is sometimes not efficient. It should be considered to provide technical support to the administration of E-JUST from Japan so that E-JUST could be differentiated from other domestic universities in terms of efficient administration based on Japanese model.

3-7. Lessons

- The establishment of new university requires much input from ODA recipient countries and it is not easy to open new universities as planned and make visible achievements in a short period of time in developing countries which are relatively unstable at political, social and economic aspects. Long-term cooperation is necessary in assisting the development of higher education.
- During the data collection survey for higher education, the system or regulation on higher education at the country with utmost care since they might be obstructive factors when implementing the future project. For instance, the rigid Egyptian regulation, that applicants for a graduate engineering program must hold a bachelor degree of engineering, hindered the recruitment of students with other backgrounds.

3-8. Follow-up Activities

In order to strengthen the basis of E-JUST, the Phase 2 of the Project is scheduled to start after the termination of the Project.