

Islamic Republic of Afghanistan  
Ministry of Higher Education  
Higher Education Development  
Program (HEDP)  
Funded by: World Bank



دولت جمهوري اسلامي افغانستان  
وزارت تحصیلات عالی  
برنامه انکشاف تحصیلات عالی  
تمویل کننده: بانک جهانی

# Project Progress Monitoring Report

June 2017



## Executive Summary

### Introduction

This document presents the activities of the project in May and June 2017. The implementation of each planned activity has been well under way during the mentioned period.

In the OBE-SCL component, the HEDP was successful in gathering 77 Faculty Deans from Afghanistan Public Universities and held a three day workshop. The workshop was followed by the First National OBE-SCL Conference.

The implementation of component 1, is well underway and it is expected to deliver the results on time. The team is working to implement the pre-planned activities according to the project recent aide memoires. In component 2, the OMST is engaged with supporting HEDP, and implement operational tasks of the project. The crosscutting activities, such as Gender and Social and Environmental Safeguard, with the specialists at lead are actively implemented. The audit and control through their systematic approach evaluate and improve the effectiveness of risk management and control in the office. The monitoring system is operational and is providing required data in a timely manner.

### Challenges

In the past two months, one thing that still remains a challenge is lack of considering Environmental matters in MoHE projects.

The Environment and the priority we give to it is not understandable at the MoHE management level. For instance, our specialist quotes one of the MoHE Managers, saying *"Peoples are killed here and you worry about environment?"* We had previously took the promises of the World Bank Safeguard team to arrange a meeting with the Minister and highlight the importance of Environment safeguard, unfortunately such meeting is still pending.

Moreover there are no coordination and communication between MoHE and a targeted university. For instance, while visiting Herat University area that is allocated from MoHE side for building a

Research Center, we came to know that Herat University Leadership is not in the picture, and they are already in the process of signing a contract with Indian Government to establish a much bigger Research Center for their University.

On awarding the scholarships, processing of MoUs with foreign universities for scholarships has been challenging and it indeed has had its impacts on receiving admission confirmation. Irresponsiveness from the universities is another implementation bottleneck.

Moreover, the delay in receiving No Objection Letter (NOL) or the World Bank approval as well as delay in receiving feedback and comments from the World Bank team make it difficult for some of the activities to take place on time and according to the plan.

These are just some of the challenges currently facing the project and the team is working on solutions and hoping to receive assistance from the MoHE and World Bank team where necessary.

### Expectations for the Next Two Months

#### HEDP

**Scholarships:** The Awardees shall be all placed, receiving their offer letters and begin departures to the host countries/universities. **Research:** The Research Conference is planned to be organized. Monitoring of the new research projects implemented in 2017 starts. **QAA:** Peer reviewers' report once final will be sent to the universities to affect their institutional action plan. New Peer reviewers to be given Orientation and attend a training in Malaysia in August. Moreover, a ToR for the assessment of the QAAD is under process of development.

#### OMST

**Data Collection:** OMST will carry out analysis of the baseline and current data in a timely manner. **Audit:** 4 more audits to include two payroll audit and two HEDP components financial audits to take place and report will be submitted. **Gender:** Gender focal points training will take place end of July, the trainees would include the Universities' leadership representatives.

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## Delivering Intended Results

### Component I

#### Gender Development - Increasing Female Enrollment

In respect to the Gender development-related activities, as a stimulus to increase female enrollment in higher education, the following steps have been taken.

- Renovation has been started for the Counselling center at KEU and the Child Care Facility at KMSU. The Child Care facility planned to be renovated at Takhar has been visited by the MoHE engineers for design.
- A concept for the disadvantaged female scholarship is final and submitted to the Bank for NOL.
- Initial meeting was held between MoHE and HEDP to specify number of buses to each selected university.
- The facility enhancement plan for the Statistic department of MoHE was developed, the Tor of the trainer is sent to Bank for NOL. Once NOL is received it will be posted in MoHE announcements.
- The Gender focal points training is set to be held from July 30 to August 2. The training will be delivered by well-known Gender expert.

#### Quality Assurance and Accreditation

**IQA:** OMST has submitted the lists for new IQEUs to be established in Herat, Balkh, Nangarhar, Khust and Albiruni Universities. The OMST plans to train the IQEU Leads in Malaysia through the MQA along with the new group of peer reviewers in August.

**EQA:** To help determine if universities meet the standards of quality, the HEDP QAA related activities carry the below statuses.

- The board reviewed the external peer reviewers report and made their decision about each university separately. A detailed report of the board decisions is attached ([Annex 1](#)).
- The 8 pilot universities have developed institutional action plans based on the feedback provided in the peer reviewers report. Almost all plans are final and submitted, each of these plans will help the universities to reach their goals and achieve full accreditation. The QAAD and HEDP Academic Manager will meet with each university to discuss the action plan developed.
- From 40 introduced academics from 13 Universities, in the initial stage 26 were chosen, after the interview procedure 14 have been selected as peer reviewers. The new peer reviewers will be provided with orientations, there also be a training in August in Malaysia through the Malaysian Qualifications Agency, where HEDP and QAAD will join.
- It is expected that the accreditation framework will be evaluated and finalized in the month of July.
- It is also planned that QAAD will be evaluated and capacity building plans will be developed to raise the capacity of the directorate. A TOR is under work for the assessment of the directorate.

#### ICT Enhanced Teaching and Learning

To enhance the quality of teaching and learning in universities, and so to help learners to achieve better outcomes, following activities around framing Information and Communication Technology-enhanced teaching and learning are undertaken by HEDP.

- Two of the ICT Centers that were contracted out, Shaheed Rabbani Education University and Faryab University, the physical work in the mentioned universities was started last month and soon will be finished.
- Shaikh Zayed University and Ghazni have been contracted out. Takhar is yet to be endorsed by National Procurement Committee (NPC). Paktia and Kunar's ICT centers have been rebid.
- IT is expected that we will have 4 functional ICT centers by the end of the 2017.

## Outcome Based Education and Student-Centered Learning

To facilitate reforming the educational model of Afghan Universities to an Outcome Based Education with a Student-Centered Learning philosophy, the following activities have taken place in the past two months.

- In May 2017, 70 Deans from different public universities attended the OBE-SCL Workshop for Faculty Deans organized by HEDP. It was a three day workshop and took place in Engineering Faculty of Kabul University. The Workshop was facilitated by Malaysia Academics, Dr. Siti Hawa Benti Hamza, Dr. Sayed Ahmad Helmi Hassan, Dr. Khairiyah Mohd Yusof and Dr. Megat Johari Megat Mohd Noor from University Technology Malaysia.
- Following the Faculty Deans workshop, the first conference on Outcome Based Education and Student Centered learning was organized and held in Kabul University Auditorium. Besides guest speakers from UTM, and HEDP, 24 Champions along with the leadership of MoHE and its international counterparts and partner NGOs attended the Conference.
- The Conference Evaluation forms have been analyzed and included in the conference report.
- The portfolio sent by Academics have been reviewed and scored, they are shared with DM and the UTM Counterparts.
- Certificate of the award devised by HEDP and signed by Minister of Higher Education are awarded to 24 Master Trainers as a token of appreciation and recognition. These certificates were awarded during the OBE-SCL Conference.

## Scholarships:

To improve the qualification of the public universities' academics, the procedure for awarding the full-time faculty members have made the following progress.

- For the year 2017, 106 have been awarded. We are in the process of filing applications for faculty members in some universities. 103 faculty members applied 3 are yet pending.
- Additional fields for female academics include Journalism, Law, Education and Sciences.

The awardees are usually placed in Thailand, Malaysia, India and Iran. Some of the universities to name, where awardees have gone/will go are: Asian Institute of Technology, Indian School of Mines, International Islamic University of Malaysia, Jamia Millia Islamia University, Kabul Medical University, Lovely Professional University, Royal Tropical Institute, Tehran University of Medical Sciences, University of Agricultural Sciences, University of LYON 1 - France, University Technology Mara, University of Sains Malaysia, University of Putra Malaysia and etc.

- One MoA with University Putra Malaysia, and one with UITM are in progress. One MoU in progress between MoHE Afghanistan and Malaysia MOHE. Afghanistan MoHE has signed the MoU, however, follow ups will take place on with Malaysia's MoHE through Afghan Embassy.

## Short Term Training:

Short-term training of the Technical staff of universities needs Assessment TOR was shared with The Bank and the comments from Bank team have been incorporated to the ToR, it is now waiting for the NOL.

## Leadership Training:

The concept note is revised and shared with the bank as per the proposed changes by the Bank.

OMST is now about to Sign a contract with AKEPT, which is a management and leadership institute in Malaysia. The institute will take care of the leadership training for the university leadership representatives in Afghanistan.

## Strategic Institutional Development Plan

For 2017, 10 universities (KPU, Kandahar, Nangarhar, Balkh, SZU, ANASTU, Herat, AUAF, Bakhtar, and Kardan) are working on their 5-year strategic plans. The mentioned universities formed their SIDP committees and have started their work.

## Research

To promote economic and social development and culture of research in Afghanistan higher education system, HEDP through MOHE has officially sent letters to universities, calling for proposals for the year 2018 research program. The letter targeted both public and private university academics in priority disciplines.

- A draft concept note for the Training of Trainers in preparing good research proposals is prepared and shared with the bank for comments and approval. We are yet to receive response from the Bank team.
- In addition, a research conference is planned for 2017 a draft concept note and tentative agenda of the conference are shared with the bank for approval. We are yet to receive response from the Bank team.

From 2016 cohort, overall we have 26 research projects completed, 16 of them have been published on international journals.

## Component II

### Human Resources and Admin

In the operation section of the project, the human resources and admin department are engaged in the recruitment process, hitherto with respect to recruitment, all of the key positions in both program and operations sections, OMST and HEDP respectively. The HR has extended the HEDP Staff contracts, arranged for performance evaluation of OMST and provincial staff. Cooperated with audits from Supreme Audit Office. In respect to recruitment two positions are announced, i.e. Manager for Academic and Managerial Development and Financial Management Specialist. Recruitment processes of Engineers (Water supply and Sewerage Engineer) and Balkh UoC were also part of the HR activities in the past two months.

Meanwhile the admin related activities includes, arrangement of OBE-SCL Conference and Workshop, arrangement of APQN Conference, and clearance of all pending payments from supplies.

## IT

Similarly, OMST IT officers' following activities for the past three months were the following: Regularly modifying the website for major contents; maintains Firewall for Internet Bandwidth management; maintaining and troubleshooting

Server, Share folder and entire HEDP network and devices. The IT officer has also been providing support of IT facilities for seminars and conferences in MOHE and some other routine tasks such as installation and configuration of computer hardware, operating systems, and applications.

## Finance

### Component 1

The activities of the finance team with respect to component 1 includes the followings:

- **Received approved Allotments from MoF/Budget Department**
  - Allotment for construction of Kunar University Dormitory
  - Allotment for (66.19%) Renovation of Parwan University female dormitory lavatories
  - Allotment for (10.37%) construction of Ghazni University lecturer blocks
  - Allotment for construction of Jawzjan University lavatories
  - Allotment for construction of Kabul University Research center
  - Allotment for Procurement of 25 Mini Bus to Universities
  - Allotment for construction of Badakhshan University Water and lavatories, for girls
  - Allotment for establishment of ICT Center to KEU
  - Allotment for the construction of Kunar University female dormitory
  - Allotment for Scholarship Students APTIS Exam (In British Council)
  - Allotment for the 2nd Installment of 7 Lecturer Master's program in JMI India
  
- **Allotments which are under process in MoHE & MoF**
  - Allotment for establishment of ICT Center to Faryab University
  - Allotment for construction of Albiruni University lavatories
  - Allotment for the 1st Installment of 2 Lecturers Master's program in TUMs Iran
  
- **Transferred the transaction to vendors**
  - Payment for the 2nd Installment (10.37%) of Ghazni University lecturer blocks
  - Payment for the 1st installment (66.19%) construction of Parwan University lecture blocks
  - Payment for the 2nd installment (16.24%) construction of Ghazni University lecturer blocks
  - Payment for the first (20%) Construction of KU Research Center building
  - Payment for the first (18.16%) Construction of Kunar University female Dormitory building
  
- **Payments which are under MoF process**
  - Payment for the Scholarship Lectures (APTIS) Exam fees to British Council
  - Payment for the first (42%) Construction of Jawzjan University Lavatories building
  - Payment for the first (60%) Renovation of Badakhshan University Lavatories building

### Component 2

The activities of the finance team with respect to component 2 include the followings:

➤ **Payments**

- Payment for procurement of computer & IT equipment, supplied by Talha Zubair Logistic Company Ltd.
- Payment for Third Party Validation of Disbursement Link Indicators by Emerging Leaders Consulting Services.
- Payment for supply of food for OBE-SCL Workshop and Conference.
- Payment for Rental of Vehicle for Peer Reviewers workshop in (HEDP main office), provided by Kabul Kar Logistic Services.
- MoHE Controller Salary for the months of Sawar & Jawza for the fiscal year 1396.
- Payment for rental of rooms for peer reviewers in Central Hotel.
- Payment for rental of rooms for peer reviewer experts (Foreigners) in Inter-Continental Hotel.
- Payment for procurement of Toners & Photocopy Machine spare parts for Kankor Examination Directorate, supplied by Aafaq Kabul Ltd.
- Payment for procurement of Electrical Equipment for Peer Reviewers, supplied by Lap Tech System Co. Ltd.
- Payment for the MoHE National Research Committee Members, 1st Installment (40%) Research Cost for the year 2017.
- Payment for Translating of National Higher Education Strategic Plan (NHESP) from English to Dari Language.
- Payment for Translating of Peer Reviewer Handbook, visit report of Quality Assurance and Environmental & Social Management Plan from English to Pashto & Dari languages.
- Payment for Translating of Self-Assessment Report-3 & Translation of Grievance Redressed Mechanism from English to Pashto & Dari Languages.
- HEDP PIU/PIU Support Staff and MoHE Staff Salaries for the month of Sawar - 1396 (2017).
- HEDP PIU/PIU Support Staff and MoHE Staff Salaries for the month of Jawza - 1396 (2017).
- Central and Provincial Public Universities Operations Coordinators Salaries for the month of Sawar - 1396 (2017).

➤ **Allotments**

- Allotment for procurement of Toners & Photocopy Machine spare parts for Kankor Examination Directorate.
- Allotment for Consultancy Services as an external peer reviewer for an International consultant.
- Allotment for research cost for the MoHE National researchers of the Public & Private Central & Provincial Universities.
- Allotment for Third Party Validation of Disbursement Link Indicators by Emerging Leaders Consulting Services.
- Allotment for salaries of HEDP staff and Provincial Public Universities Operation Coordinators Staff for the fiscal year -1396.

➤ **Dispatched Financial Documents to External Auditors for the fiscal year 2016 (1395)**

➤ HEDP (Component II) 2016

- Advance Sheet HEDP
- Budget for the year 2016 HEDP
- Cash Count
- DAB bank statements for HEDP
- Grant Agreement & Disbursement Letter for HEDP
- Grant Cash Book
- IUFRs for HEDP
- Petty cash book HEDP
- WB client connection statement HEDP
- Withdrawal Application (Replenishment) HEDP

➤ HESIP (PPG) 2016

- DAB bank statements for HESIP
- Grant Agreement for HESIP
- Grant Cash Book
- IUFRs for HESIP
- WB client connection statement HESIP
- Withdrawal Application (Replenishment) HESIP

➤ **Reports**

- DAB bank statement was requested for the reconciliation of SDU reports & cash book.
- SDU reports and cash book were reconciled for expenditure reports and Application.
- Withdrawal Application (Replenishment # 9) was prepared and submitted to Treasury Department (SDU) of MoF.
- Withdrawal Application (Replenishment # 9), amount \$299,940.54 was debited in the account of Component 2.

➤ **Prepared breakdowns for workshops, conference & training and payrolls**

- Official Meeting of MoHE with UTM (OBE-SCL) Experts in Continental Hotel.
- OBE-SCL Conference for one day to raise the awareness of all academics and non-academics about OBE-SCL at MoHE, Kabul.
- Separate sessions of OBE-SCL training and workshop conducted for Faculty Deans at MoHE, Kabul.
- SIDP teams Progress meeting (Kabul Polytechnic, Herat, and Balkh Universities) at MoHE, Kabul.
- APQN Annual Conference 2017 at Russia.

- HEDP/MoHE/ Employee Payroll for the month of Sawar FY 1396 (2017).
- HEDP/MoHE/ Employee Payroll for the month of Jawza FY 1396 (2017).
- Central & Provincial Public Universities Operations Coordinators/Employee salary sheet for the month of Sawar FY 1396 (2017).
- Central & Provincial Public Universities Operations Coordinators/Employee salary sheet for the month of Jawza FY 1396 (2017).

## Procurement

### Component 1

The procurement team of the OMST has successfully completed the following activities which were remained from the year 2016.

- Approving the procurement of the female buses from National Procurement Committee (NPC) the contract has been signed;
- Approving IT equipment for KU, KМУ, and KPU from NPC, contract is signed;
- Approving IT equipment for Parwan University from NPC, contract is signed;
- Approving of Khust ICT center from NPC contract signed for IT system, solar system is still in procurement processes;
- The purchase of 60 lab Kit for 36 universities is under evaluation in National Procurement Agency (NPA). It is for three lots, chemistry is on notice for the award of contract. Biology and Physics will be re-announced.
- For the year 2017, ICT centers for four universities Takhar, Ghazni, are awarded. Kunar and Paktia are in evaluation stages.
- Tickets for Scholarship awardees to their educational destination have been sent to Procurement and are currently at the evaluation stage.
- Moreover, the IT equipment for 5 universities are under evaluation stage.
- Also, Dormitories for female students in Takhar and Helmand contracts are signed.
- Additionally, lecture blocks construction for Wardak universities are under evaluation. Laghman is under notice for the award of contract. For Parwan University contract is signed.
- Lab equipment for 19 universities has been re-announced through ICB method.
- Library support for 25 universities are in evaluation stage.
- With respect to the Furniture for existing lecture blocks in 7 universities, final evaluation report has been submitted to NPA for further review and comments.

- The Counselling center in KEU and Child care facility at KMU contract is awarded, physical work is started.
- The Research Center establishment in Herat University is awarded.

ICT equipment for the year 2016 and 2017 for 10 universities are under process, carrying the following standing:

- For the year 2016, the project is endorsed by the NPC and currently in the award of contract stage for four Universities (KU, KPU, KMU and Parwan University) Maidan Wardak to be processed soon.
- For the year 2017, the ICT equipment for ANASTU, Laghman, Ghazni Technical Universities, Daikundi and Samangan HEIs are under evaluation with NPA and MOHE procurement.

## **Component 2:**

The Procurement activities for component II, includes the following.

- Finalized the procurement documents for the single source contract between MOHE and UTM - Deans Training of Outcome-Based Education and Student Centered Learning.
- Submitted HEDP procurement plan (Component 2) for the FY 2017 through STEP to the bank for the NOL.
- Replied the audit observation for the FY 2016.
- Submitted the procurement post report (PPR) list and document to the bank for the review.
- Replied the comments and submitted the PPR draft report to the bank.
- Translation of APQN document, MOU between MOHE University of Malaysia, OBE-SCL manuals.

## **Social Safeguard**

The social safeguard achievements include the followings:

- GRM Manual has been translated and printed. It has been uploaded on hedp website and it is sent to 23 Universities. A tab has been created on hedp website, where the beneficiaries can submit complaints online or send an email. They can also have access to the manual.
- GRC (Grievance Redress Committees) have been established in 13 Universities to include, Kunar, Bamyan, Ghazni, Helmand, Badghis, Jawzjan, Kandahar, KEU, Takhar, Herat, Logar, Faryab, and Kabul University.
- A proposal for the Site Specific ESMPs and inclusion of them in procurement procedure has been drafted and submitted to the Bank.

## **Environmental Safeguard**

The environmental safeguard achievements include the followings:

- Site screening and field visits took place in Herat, Parwan, Laghman, Logar, Badakhshan, Takhar and Kandahar provinces, where HEDP has constructional projects currently or in the future.
- 10 ESMPs were developed and shared. Comments were received on the ESMPs of Parwan and Ghazni. The comments were incorporated and re-sent to the Bank.
- For the Badghis project, the report of the team has reached the Office of President, we are waiting for the final decision from the President.

- The Bamyan Project that had the problem of people residing in the target area, has been solved. The inhabitants have been moved out of the area and a piece of land in addition to a tent has been given to each family in another area (Gonbadak Township).

The monitoring report of the construction projects in Badghis and Bamyan according to the social and environmental safeguard perspective is attached to this report [\(Annex 2\)](#) and [\(Annex 3\)](#)

## Communication:

The communication specialist at OMST apart from updating the social media and website, has designed the brochures, note book and folder for the project. The specialist is working on developing calendar for the project.

## University Operation

Major activities completed in May and June 2017, includes the followings:

- Revised, once again, based on the comments and questions of the interested companies and NPA, the lists of books for 25 public universities and shared it with the procurement department of HEDP and NPA for further process. The procurement of books for the universities has been re-announced for the second time by the National Procurement Authority (NPA).
- Similarly, revised and finalized the lists of lab equipment for 19 public universities and shared it with the procurement department of HEDP and NPA for further process. The procurement of lab equipment for the universities has been re-announced for the second time by the (NPA).
- Operational support provided to the OBE-SCL Workshop for the faculty deans of the 15 public universities.
- Operational support provided to the one-day OBE-SCL conference for the chancellors and vice chancellor of the 24 public universities.
- Supported the data collection and completion of IQAU establishment surveys at multiple universities.
- Supported the data collection and completion of PDC establishment surveys at multiple universities.
- Collected the lists of the technical staff of the universities required by the academic manager(s).
- Support provided to the interview process of the external peer reviewers.
- Support provided to the collection of lecturers portfolios collection and interview process of the lecturers for the OBE-SCL workshop planned at UTM.
- Provided support to the pilot phase of self-assessment of the 4 public and 4 private universities.
- Recruitment process Balk UOC has been completed. However, we are still waiting for the Bank's NOL.

## Internal Audit

The OMST internal audit has been engaged with the group of external audits at HEDP and is now working on the answers of the audits' findings report.

Moreover, the audit department has finalized the payroll audit of two universities i.e. Kabul Education University and Kabul Polytechnics University. The payrolls of Parwan and MoHE are the next audit targets.

## Internal Control

For the reporting period, as part of the internal control, apart from the compliances, OMST has been engaged with PDCs and IQEUs working packages.

## Monitoring and Evaluation

Developed the bimonthly monitoring progress reports, the 2016 annual report of the project. The unit was actively engaged in data analysis as well as updating the enrollment data. Updates on the project development Indicators, Intermediate Outcome indicators and the Legal Covenants are accessible in the annexes of this document. ([Annex 4](#))

## Concluding Notes:

Hitherto, with the coordination received from OMST, the HEDP/MoHE appears to have its steps on the journey to success and effective project implementation. It has been heading toward success to increase access to higher education especially among women and in priority disciplines and sub-disciplines. Additionally, effective work on raising the quality of the higher education system and facilitating the expansion of higher education in the country with a strategic focus on the future development has been going on. However, as mentioned earlier, there have been bottlenecks that to some extent brought challenges to the smoothness of activities implementation. Overall, the HEDP/MoHE is on target for its planned activities. The MoHE- HEDP has been successful in following up and performing the activities listed by the new aide memoir that has been effective from April 2017.