

6. E-JUST Joint Preparatory Study Summary

updated: Aug 10, 2008

E-JUST Joint Preliminary Study Summary



Prepared by
Egypt & JICA Joint Preliminary Study Team
Aug.7, 2008



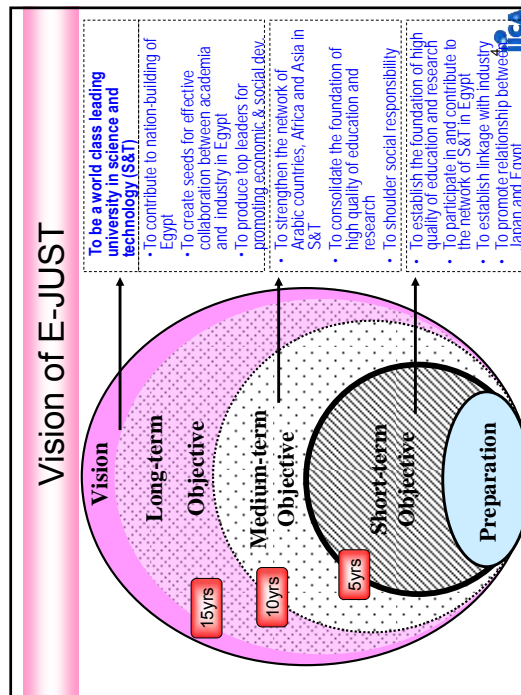
Joint Preliminary Study Team (1)

No.	Name	Organization	Egyptian Side
1	Prof. Dr. Ahmed B. Khairy (Chairman)	Project Manager	
2	Mr. Nabil Abdel-Hamid	MoIC	
3	Prof. Dr. Meselhy Ragab	Cairo University	
4	Prof. Dr. Ahmed Abo-Ismael	Assiut University	
5	Prof. Dr. Hamdy Elwany	Alexandria University	
6	Prof. Dr. M.Essam El-Rafey	Alexandria University	
7	Prof. Dr. Mohammed Ragab	Alexandria University	
8	Prof. Dr. Medhat Sorour	Alexandria University	
9	Dr. Amr El-Tawil	Alexandria University	
10	Eng. Amir Wassef	Industry (Unitel, Co./Friend of Japan Association)	
11	Eng. Enad El-Sewedy	Industry (Managing Director & CEO, Sewedy Electrometer Egypt)	
12	Mr. Ashraf I. El Gazayerli	Industry (Managing Director, MBD)	
13	Dr. Sherin Helmy	Industry (Pharco Group)	

Joint Preliminary Study Team (2)

No.	Name	Organization	Japanese Side
1	Prof. Dr. Hashimoto Syuuji	Waseda University	
2	Prof. Dr. Miki Chitoshi	Tokyo Institute of Technology	
3	Prof. Dr. Nishimoto Seichi	Kyoto University	
4	Mr. Watanabe Masato	JICA (HDQS)	
5	Dr. Tsunoda Manabu	JICA(HDQS)	
6	Mr. Ueda Daisuke	JICA(HDQS)	
7	Ms. Hayashi Nobue	JICA(Egypt)	

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Basic Concept of E-JUST

- A First Class, Leading University
(To serve Egypt, Middle East and Africa)
- Research Oriented, Graduate Focused University
- Japanese Style Approach
(Lab Based Education, Practical & Problem Solution Oriented)
- Unique Academic Programs
(close interaction with industry, multidisciplinary, ICT utilization..)
- National University Based on Partnership
Between Egypt and Japan
- Role Model For Egypt's 21st Century Universities
and a Spearhead for Higher Education Reform in Egypt

Jurisdiction over E-JUST

Jurisdiction / Authority

- E-JUST become an project under the Education Development Fund
- Presidential Decree underway to designate the (Egyptian) Executive Committee fully in charge (i.e. organizationally and financially) of E-JUST
- Person in Charge: Dr. Khaity, as the Chairman of Executive Committee on E-JUST / Project Manager of E-JUST Project
- Report to the Steering Committee, headed by Prof. Dr. Galal Abdel Hamid, Advisor to Minister of Higher Education for Strategic Planning

Relationship with MOHE

- Not under direct control/instruction of MOHE
- Close coordination with MOHE's policy & programs

Approvals from Related Organization

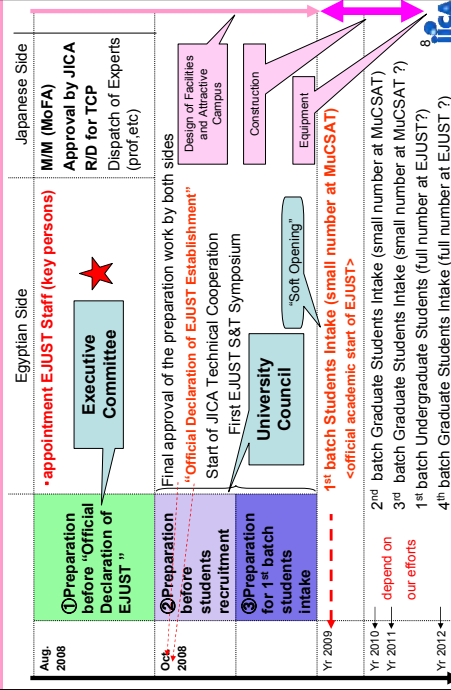
Egyptian Side

- 1) University establishment = Presidential Decree
- 2) Approval of academic structures = SCU
- 3) Accreditation = NAQAEE

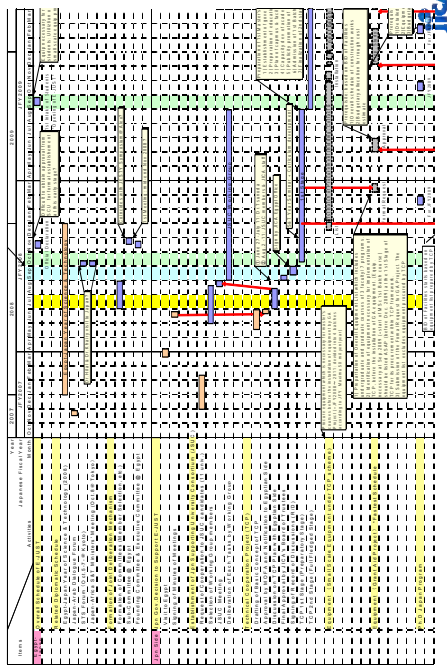
Japanese Side

Degree of E-JUST desirable to be accredited in Japanese universities

General Working Plan Image



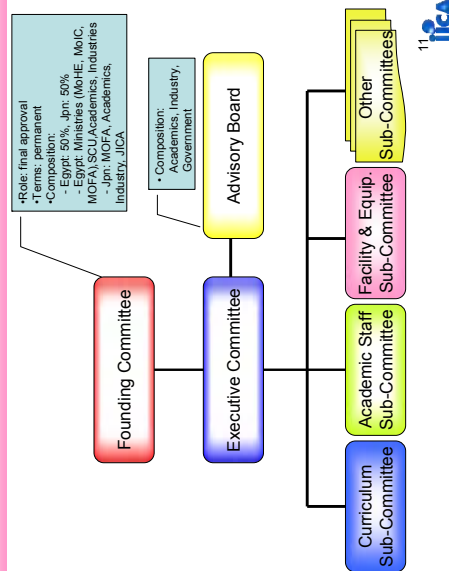
General Working Plan Image (Overall Schedule)



Proposed Action Plan of EJUST (from Now to Mar.2009)

Date	Main Actions
June	MMI (signed by both Govts) Reply (Japan → Egypt) on JICA Technical Cooperation
July	"Things to do" by both Sides and Preparation for JICA Mission of early August such as - Selection and Appointment of EJUST Core Staff (Egypt and Japan) - Establishment of Founding Committee, Executive Committee, Sub Committees - Start of Adcons by each Sub Committee - Check draft documents by both sides
Aug	JICA's Mission on R/D Preparation (Date: 3-11/Aug.) [Preparatory Study] with EJUST Core Staff and Committee Members at MOHE - Master Plan, POM, PO, R/D Draft - Final General Academic Confirmation, Detail Activities Plan, Office at MuCSAT, etc. (University Establishment: Presidential Decree) Preparation of EJUST Offices (at MuCSAT)
Sep.	EJUST Approval by JICA Board of Trustees R/D (Record of Discussions) to be signed by both Sides Preparation of EJUST Offices (at MuCSAT) (continued)
Oct.	Start of JICA Technical Cooperation on E-JUST !!!!!! 1st Founding Committee, and 1st Executive Committee (Oct or Nov ???) Kyoto Model Case (Visit (University & Industry) after the STS Forum at Kyoto(5-7/Oct/08)
Nov.	NAQAAE (Visit to Japan) Symposium (Joint Seminar) on S&T (EJUSTY08 + Kick-off Declaration of EJUST)
By Mar 2009	Drawings of EJUST Campus/Physical Facilities and Start of Basic Foundation EJUST Proposal of Complete Equipment List (with Priority) for Grant Aid

Structure of Joint Preparation



Imminent Tasks towards Executive Committee

Action	Deadline
★ Appointment of Founding President - Vital to success of E-JUST - Experience of university might required	ASAP
Appointment of Core Academic Staff (at least 7 EJUST Staff for 7 programs)	ASAP
Appointment of Sub Committee Members	ASAP

※EJUST Offices needs to be established both at MuCSAT.
 Administrative staff should also be assigned.

Executive Committee

Egyptian Side

No.	Name	Organization
1	Prof. Dr. Ahmed B. Khairy (Chairman)	Project Manager
2	Prof. Dr. Ahmed Abo-Ismael	Assiut University
3	Prof. Dr. Hamdy Elwany	Alexandria University
4	Prof. Dr. M.Essam El-Hefay	Alexandria University
5	Prof. Dr. Mohammed Ragab	Alexandria University
6	Prof. Dr. Medhat Sorour	Alexandria University
7	Dr. Amr El-Tawil	Alexandria University
8	Eng. Amir Wassef	Industry
9	Dr. Sherin Helmy	Industry
10	Eng. Emad El-Sewedy	Industry
11	Mr. Ashraf El Gazzayerli	Industry
12	Mr. Nabil Abdel- Hammid	MoIC

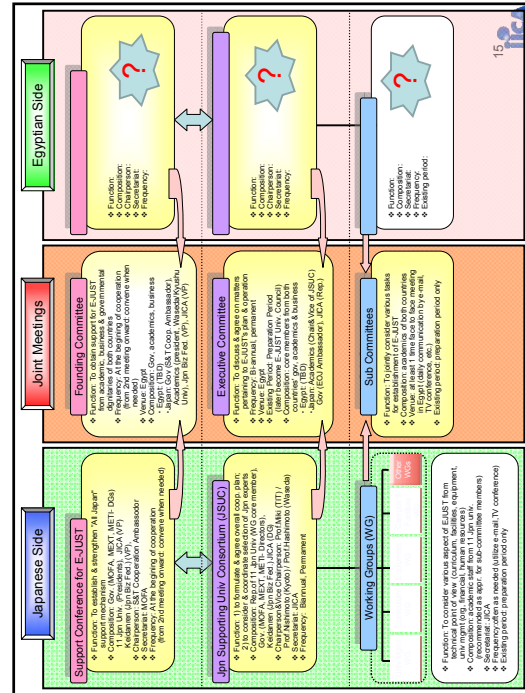
13 JICA

Executive Committee

Japanese Side

No.	Name	Organization
To be finalized ASAP		

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- ### Task & Members of Founding Committee
- **Function:** To obtain support for E-JUST from academic, business & governmental dignitaries of both countries
 - **Frequency:** At the beginning of cooperation (from 2nd meeting onward: convene when needed)
 - **Venue:** Egypt
 - **Composition:** Gov., academics, business
 - Egypt: (TBD)
 - Japan: (TBD)
 <e.g.> Gov (S&T Coop. Ambassador), Academics (President, Kyushu/Waseda Univs), Jpn Biz Fed. (VP), JICA (VP)
- 16 JICA

Tentative Members of Founding Committee

To be nominated

No.	Name	Organization
1		MeHE
2		MoC
3		SCU
4		University
5		University
6		Industry

Egyptian Side

No.	Name	Organization
1		MOFA
2		MEXT
3		JSU
4		JSU
5		Industry
6		JICA

Japanese Side

※Number of members from each side will be about 6 person for each side.

Supporting Bodies <Japanese Side> (Draft)

11 Japanese Supporting University Consortium (JSUC)

- Hokkaido University (HOKKAIDO)
- Keio University (KEIO)
- Kyoto University (KYOTO)
- Kyushu University (KYUSHU)
- Nagoya University (NAGOYA)
- Osaka University (OSAKA)
- Ritsumeikan University (Rits)
- Tohoku University (TOHOKU)
- Tokyo Institute of Technology (TOKYO Tech)
- University of Tokyo (TOKYO)
- Waseda University (WASEDA)
- * (to be joined more universities)

Industries under The Japan Federation of Economic Organizations (to be planned)

Supporting Bodies <Egypt Side> (Draft)

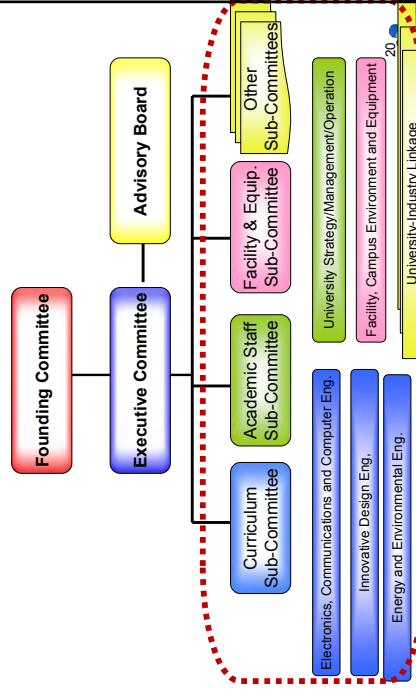
Egypt Supporting University Consortium (ESUC)

- Cairo University
- Ain Shams University
- Alexandria University
- Assiut University
- Mansoura University
- * (to be joined more universities???)

Mubarak City for Scientific Research and Technology Applications (MuCSAT)

Industries

Proposal of Sub-Committees



Formulation of Sub-Committees

1. Identify subcommittees
2. Name a coordinator for each subcommittee
3. Fix date for receiving subcommittee suggestions for its work agenda & schedule
4. Specify dates for visits of subcommittee members to Japan & Egypt
5. Identify means of continual consultation between subcommittee members (via teleconference, videoconference, email, etc.).
6. Specify collective dates of key activities to be handed over for revision by executive committee

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Proposal of Sub Committees

Proposals from Egypt Side

- 1) Soft opening phase
- 2) **Curriculum development**
- 3) University planning and architecture
- 4) Financing
- 5) University management, governance
- 6) Staff recruitment (academic/non academic) Students admission policy
- 7) Equipping, furnishing of laboratories, and libraries
- 8) Staff & student welfare and residence
- 9) E-JUST (Announcement, Disseminations, Media)

- 1) Dept-1
- 2) Dept-2
- 3) Dept-3
- 4) Common Subjects (L/A and Basic Eng.), etc.

University Management and Operation

Number of sub-committees should be limited to about 5 com. by merging proposed committees

Some proposed comments through a series of meetings
 Postgraduate courses, Distance learning, Research, Patent (IP),
 University-industry linkage, International program, etc.

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Sub-Committees & Its Members

Subcommittee	Members	
	Egypt	Japan
Soft opening phase		
Curriculum development		
University planning and architecture		
University management, governance and finance		
Staff recruitment (academic/non academic) Students admission policy		
Equipping, furnishing of laboratories, and libraries		
Staff & student welfare and residence		

Need to finalize sub-committees and finalize this table

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Tabulation of Members, Schedule & Assessment

Sub Committee:

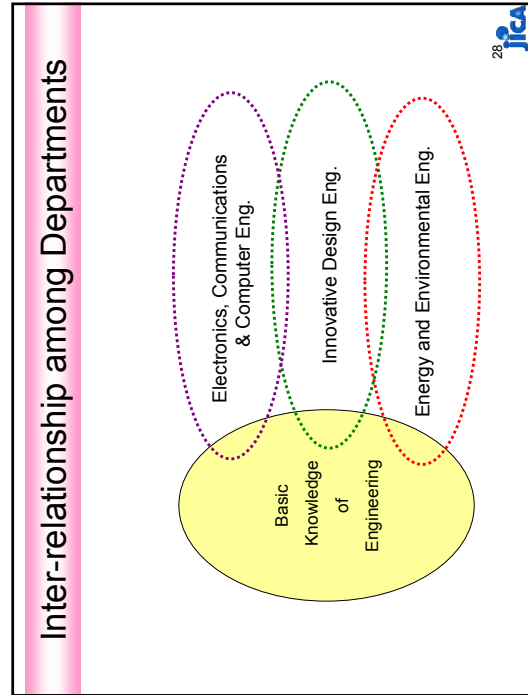
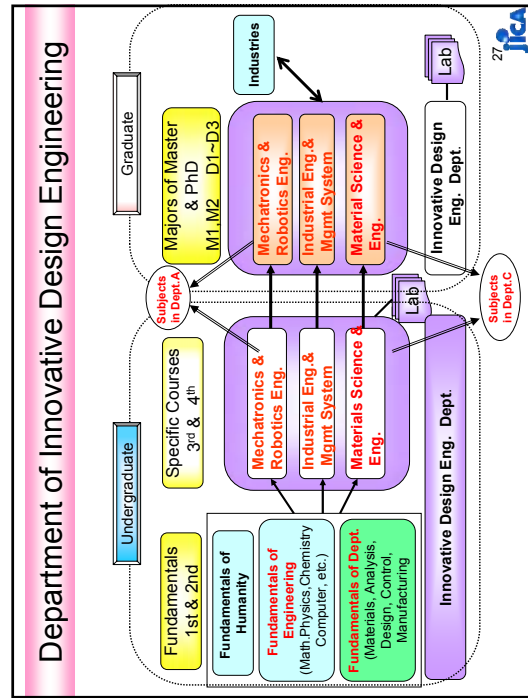
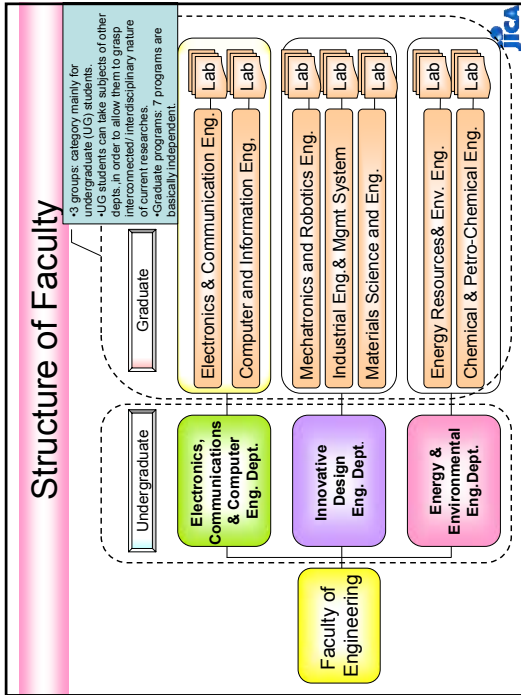
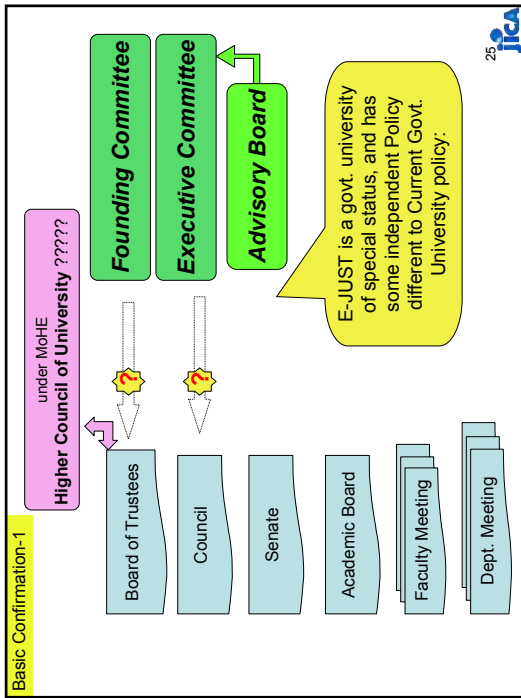
Coordinator:

Task:

NO.	ACTIVITY	MEMBERS		Deadline	OUTCOME
		EGYPT	JAPAN		
1					
2					
3					
...					

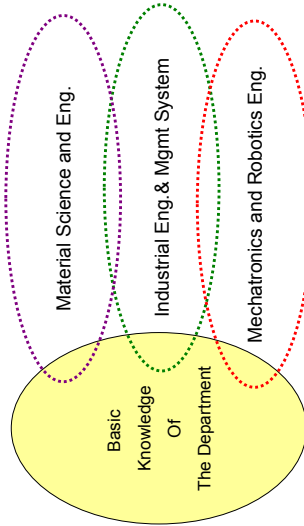
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Inter-relationship among Programs

[Example of Innovative Design Eng. Dept.]



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Selection of Academic Programs (to be started in Sep. 2009)

- **Number & Type of Programs:**
Approximately 3 Programs / Postgraduate (master's & Ph.D)
- **Decision:**
Executive Committee (discussion by a sub-committee)
- **Selection Criteria / Method:**
 - Market survey: Egypt, Middle East (Embassy of Egypt in each country), Africa (AU), and Int'l (UNESCO)
 - Availability of academic staff: Both Egyptian and Japanese side
 - Availability of equipment at MuCSAT and/or other resources
- **Timing of Selection:**
November 2008 (before int'l symposium)

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Proposed Two Faculties and COE

■ Faculty of Engineering : 7 Programs

- Electronics and Communication Engineering
- Computers and Information Technology.
- Industrial Engineering and Management System.
- Mechatronics and Robotics Engineering.
- Materials Science and Engineering.
- Chemical and Petrochemical Engineering.
- Energy Resources and Environmental Engineering

(Source: Pre F/S of EJUST(Ver.5))

How to consider for EJUST Physical Facility Design ?

■ Faculty of Business and Humanities : 2 Programs

- International Business Management
- Cross-Cultural Management and Japanology

■ Centers of Excellence (COE)

- Nano-engineering Research Center
- Energy Resources and Management Research Center
- Mechatronics / Electronics Research Center
- High Tech Training and Continuing Education Center

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Proportion of Students & Academic Staff

For Example (as a basis for discussion)

[Number of Students]

Degree	Annual Intake	Depts./ Programs *1	No. of Years*2	Total
Bachelor	40	7	4	1,120
Master	30	7	2	420
Doctor	15	7	3	315
Total	85			1,855

Note: *1: Number of Dept. = 3 depts. Number of Graduate Programs = 7 programs
*2: Number of years of doctoral course could be shortened 1 year by "Direct Ph.D System" which consists of 4 years straight PhD course (including 2 years Master course).

To be decided within 1 month time

Decision with consideration to:
1) Financial management,
2) Quality of students and academic programs

[Number of Academic Staff]

Department (No.of programs)	Full Professors	Associate Professors	Assistant Professors	Research/ Teaching Assistant	Total
Electronics, Comm. & Computer Eng (2)	6	8	12	14	40
Innovative Design Eng. (3)	9	12	18	21	60
Energy & Env./Inf Eng. (2)	6	8	12	14	40
Total	21	28	42	49	140

**Assumption: Each program requires (at minimum) 3 professors, 4 associate professors, 6 assistant professors, Prof.& associate prof. are supported by 1 research and 1 teaching assistant each.

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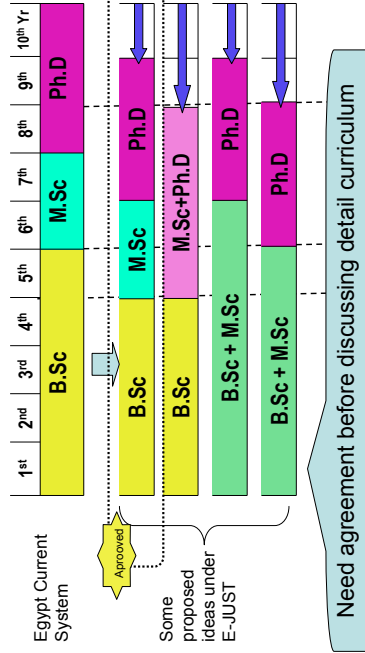
Proposal from the Egypt-Side (Feb.07)

Enrollment

- Undergraduate enrollment at the steady state
 - All Engineering programs ~ 2500
 - All business programs ~ 500
 - Total undergraduate enrollment ~ 3000
- Postgraduate enrollment at the steady state
 - All the engineering programs ~ 600
 - All business programs ~ 150
 - Total postgraduate enrollment ~ 750

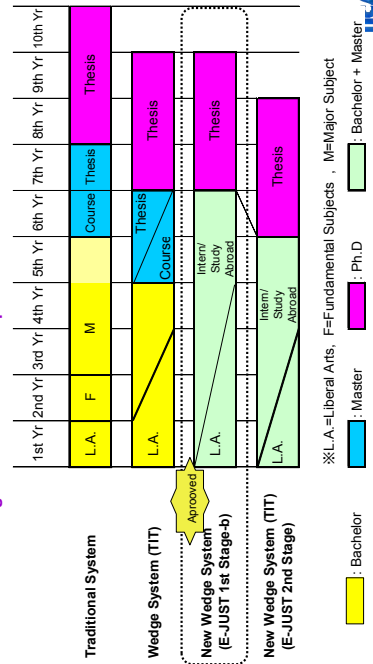
Length of Each Degree

"8 or 9 Years for Ph.D" as an Uniqueness of E-JUST?



Liberal Arts Education & Specialized Education

From Traditional System to Wedge/ New Wedge System
 ⇒ "Engineers with Leadership & Communication Skill"

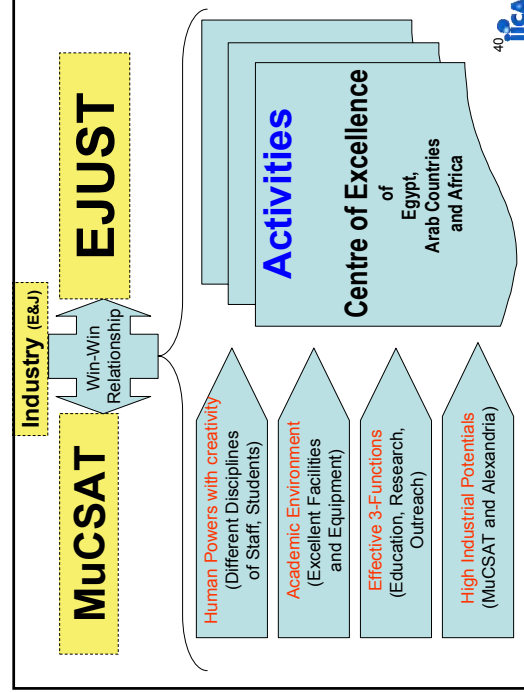
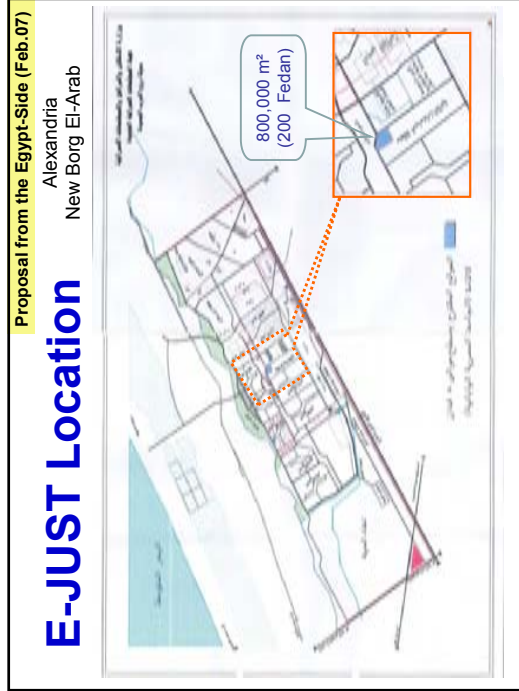


Design & Construction of Facilities

- Egyptian side responsible for managing & financing the design and construction of E-JUST facilities
- Involvement of Japanese side desirable for further betterment of design & smoother construction
 - ✓ Advice of JSUC professors on the basic concept and basic design upon requests
 - ✓ Possible support by Japanese consultants or equivalent (hired by JICA) to make advice on construction management on a spot basis
 - ✓ Egyptian side to supply detailed schedule of construction for consideration by Japanese side for its possible engagement / support

Distance Learning System

- **Purpose**
 Further involvement of Japanese professors (who have difficulty of visiting Egypt often/for a long time) to conduct lectures / supervise researches
- **Availability of Network Infrastructure:**
 - Partnership with World Bank, UNESCO, Bioblantica Alexandria (super computer available)
 - Japanese & Egypt universities: equipped with multi media centers
- **Deliberation and Decision**
 - Decision: Executive Committee
 - Technical deliberation: Physical infrastructure, course structure and contents to be discussed by Sub Committee on Distance Learning System



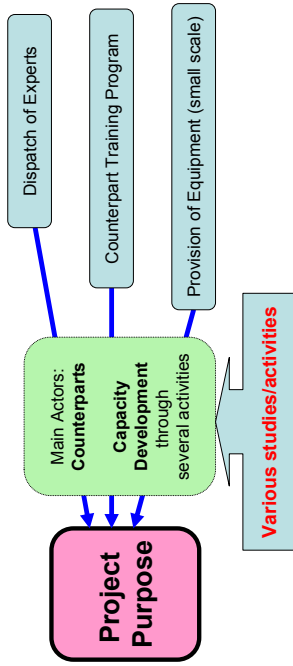
Relationship with MuCSAT

- A Pre-condition for Starting Activities before New Campus Utilization of Human Resource, Equipment and Facilities of MuCSAT as a Pre-Condition for Starting Academic Activities before the Open of E-JUST New Campus
- Win-Win Relationship
 - MuCSAT: Sharing its Resources (Human Resources, Equipment, Facilities) with E-JUST
 - E-JUST : Graduate Students Contribute to MuCSAT Research
- Continuous Partnership & Engagement of MuCSAT: Precondition for JICA's Technical Cooperation

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JICA Technical Cooperation Project

Flexible inputs according to the Project purpose



Main Counterparts; EJUST and MuCSAT Staff ??!

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Project implementers (standard type)

- **Japanese side:** one chief advisor, one coordinator, and long- and short-term experts
- **Egypt side:** project director / project manager, and counterparts of Japanese experts
- **Joint coordinating committee** as the decision making body on management and implementation of the project

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S&T Symposium (EJUST Kick-off Declaration) in Nov.08;



<Draft>

First Symposium on E-JUST:
Curricula Development, Research and Innovation

Alexandria, November 25-27/28, 2008

Under the Auspice of

H.E. Dr. Hany Helal, Minister of Higher Education, Egypt

H.E. Mr.*****, Japan ?

New Challenging University: E-JUST

Egypt-Japan University of Science and Technology



2/Apr/2008 at Borg el Arab

- Big Challenge: breakthrough curriculum, high quality education and research, unique University management/operation under Govt. University
- Role Model of University and Industry Linkage
- Qualified Staff Recruitment ←← Attractive conditions
- Outstanding Students ←← Attractive EJUST image
- Best Designed Campus with good environment
- Attractive EJUST strategy and implementation for getting more Funds

We urgently need strong teamwork under a Founding President !!

Contact Persons

Toward smoother communication at any time!!

Egyptian Side

No.	Name	Organization	Contact Address
1	Prof. Ahmed B. Khairy	MoHE	a_khairy@imousti.sci.eg
2	Prof. Dr. Meshky Ragab	Cairo University	meselhyragab@yahoo.com
3	Dr. Amr B. Ellawil	Alexandria University	amr@elawil@alex.sou.eg

Japanese Side

No.	Name	Organization	Contact Address
1	Dr. Tsunoda Manabu	JICA HDO	Tsunoda.Manabu@jica.go.jp
2	Mr. Ueda Daisuke	JICA HDO	Ueda.Daisuke@jica.go.jp
3	Mrs. Hayashi Nobue	JICA Egypt	Hayashi.Nobue@jica.go.jp

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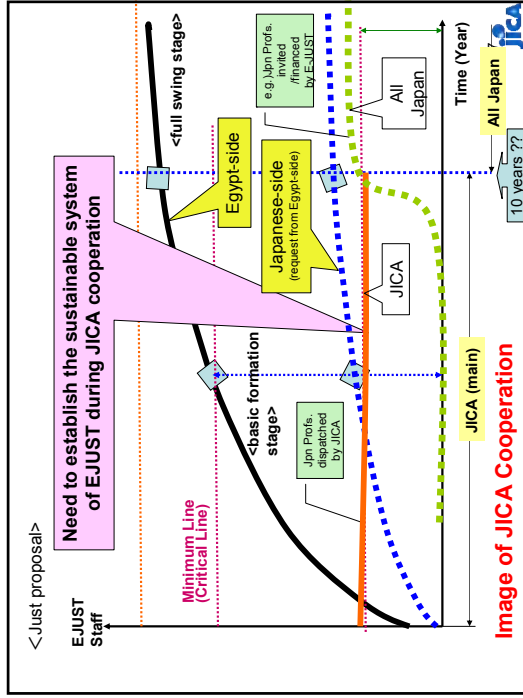


Image of JICA Cooperation

**MINUTES OF MEETING
BETWEEN
THE JAPANESE PRELIMINARY SURVEY TEAM
AND
THE AUTHORITIES CONCERNED WITH
THE GOVERNMENT OF THE ARAB REPUBLIC OF EGYPT
ON
THE PROJECT FOR ESTABLISHMENT OF
EGYPT-JAPAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (E-JUST)**

The Japanese Preliminary Survey Team (hereinafter referred to as “the Team”) organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) visited the Arab Republic of Egypt from August 2, 2008 to August 7, 2008 for the purpose of discussing the contents of the Project for Establishment of Egypt-Japan University of Science and Technology (E-JUST) (hereinafter referred to as “the Project”).

During its stay in the Arab Republic of Egypt, the Team exchanged views and had a series of meetings with the Egyptian authorities concerned (hereinafter referred to as “Egyptian Side”).

As a result of the discussions, the Team and the Egyptian side agreed on the draft Record of Discussion (hereinafter referred to as “R/D”).as per attached. The R/D will be signed between JICA and Egyptian authorities concerned after the formal approval of the Project by JICA. This draft R/D may be modified if necessity arises, through mutual consultation and agreement.

Cairo, 7 August 2008

Mr. Watanabe Masato

Team Leader,
Preliminary Survey Team,
Japan International Cooperation Agency

Dr. Ahmed Bahaa Eldine Khairy

The Chairman of Executive Committee and the
Project Manager of the E-JUST
Arab Republic of Egypt

DRAFT

RECORD OF DISCUSSIONS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED WITH THE GOVERNMENT OF EGYPT
ON
JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR ESTABLISHMENT OF
EGYPT-JAPAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (E-JUST)

Japan International Cooperation Agency (hereinafter referred to as “JICA”) and Egyptian authorities concerned had series of discussions for the purpose of working out the details of the technical cooperation program concerning the “Project for Establishment of Egypt-Japan University of Science and Technology (E-JUST) “ in Egypt.

Both sides exchanged views and had a series of discussions with respect to desirable measures to be taken by JICA and Egyptian Government for the successful implementation of the above mentioned Project.

As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Government of the Arab Republic of Egypt, signed in Cairo on June 15, 1983 (hereinafter referred to as “the Agreement”), JICA and Egyptian authorities concerned agreed on the matters referred to in the document attached hereto.

Cairo, September, (date), 2008

Mr. Ozawa Katsuhiko
Resident Representative
Japan International Cooperation Agency
Egypt Office

Dr. Ahmed Bahaa Eldine Khairy
The Chairman of Executive Committee
and the Project Manager of the E-JUST
Arab Republic of Egypt

DRAFT

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND GOVERNMENT OF EGYPT

1. The Government of the Arab Republic of Egypt will implement the “Project for Establishment of Egypt-Japan University of Science and Technology” (hereinafter referred to as “the Project”) in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan and the provisions of Article III of the Agreement, JICA, as the executing agency for technical cooperation by the Government of Japan, will take, at its own expense, the following measures according to the normal procedures of its technical cooperation scheme.

1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of the Japanese experts as listed in Annex II. The provision of Article IV, V and VI of the Agreement will be applied to the above-mentioned experts.

2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide such machinery, equipment and other materials (hereinafter referred to as “the Equipment”) necessary for the implementation of the Project as listed in Annex III. The provision of Article VII of the Agreement will be applied to the Equipment.

3. TRAINING OF EGYPTIAN PERSONNEL IN JAPAN

JICA will receive the Egyptian personnel connected with the Project for technical training in Japan.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF EGYPT

DRAFT

1. The Government of the Arab Republic of Egypt will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
2. The Government of the Arab Republic of Egypt will ensure that the technologies and knowledge acquired by the Egyptian nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of Egypt.
3. In accordance with the provisions of Article IV, V and VI of the Agreement, the Government of the Arab Republic of Egypt will grant in Egypt privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families.
4. In accordance with the provisions of Article VII of the Agreement, the Government of the Arab Republic of Egypt will take the measures necessary to receive and use the Equipment provided by JICA under II-2 above and equipment, machinery and materials carried in by the Japanese experts referred to in II-1 above.
5. The Government of Egypt will take necessary measures to ensure that the knowledge and experience acquired by the Egyptian personnel from technical training in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the provision of Article IV-(b) of the Agreement, the Government of the Arab Republic of Egypt will provide the services of Egyptian counterpart personnel and administrative personnel as listed in Annex IV.
7. In accordance with the provision of Article IV-(a) of the Agreement, the Government of the Arab Republic of Egypt will provide the buildings and facilities as listed in Annex V.
8. In accordance with the laws and regulations in force in Egypt, the Government of the Arab Republic of Egypt will take necessary measures to supply or replace at its own expense machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above.
9. In accordance with the laws and regulations in force in Egypt, the Government of the Arab Republic of Egypt will take necessary measures to meet the running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. The Chairman of Executive Committee and the Project Manager of the E-JUST will bear overall responsibility for the administration and implementation of the Project, as well as the managerial and technical matters of the Project.
3. The Japanese Chief Leader will provide necessary recommendations and advice to the Chairman of Executive Committee and the Project Manager of the E-JUST on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to Egyptian counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex VI.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Egyptian authorities concerned, before the end of the 1st Stage, and at the middle and during the last six months of the 2nd Stage of the Project in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

In accordance with the provision of Article VI the Agreement, the Government of the Arab Republic of Egypt undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in Egypt except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the Government of the Arab Republic of Egypt on any major issues arising from, or in connection with this Attached Document.

VIII. MESURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of Egypt, the Government of the Arab Republic of Egypt will take appropriate measures to make the Project widely known to the people of Egypt.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be 5 years from (day) October 2008, which is divided into 1 year 1st Stage and 4 year 2nd Stage. Upon successful implementation of the 1st Stage, the duration of which is 1 year from October 2008 of the Project, the 2nd Stage of the Project will be continued for another 4 years.

ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX III	LIST OF MACHINERY AND EQUIPMENT
ANNEX IV	LIST OF COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX V	LIST OF BUILDINGS AND FACILITIES
ANNEX VI	JOINT COORDINATING COMMITTEE
ANNEX VII	PROJECT DESIGN MATRIX (PDM)
ANNEX VIII	PLAN OF OPERATION (PO)

MASTER PLAN

■ Basic Strategy: Staging of Project

Divide 5 year's cooperation period of the Technical Cooperation Project into the Preparatory Stage (or 1st Stage, 1 year) and Full Fledged Stage (or 2nd Stage, 4 Years).

■ Preparatory Stage(1st Stage, 1 Year: 2008.10~2009.9)1. Project Purpose

The precondition for accepting the 1st batch of postgraduate¹ students at E-JUST (strategic plan, organization, academic programs, and staff and facilities and equipment, etc) is fulfilled.

2. Outputs

- (1) The governing structure and basic plans of E-JUST are formulated.
- (2) Overall framework of academic programs and postgraduate courses (curricula, syllabi, educational materials) and equipment are prepared.
- (3) Grand design of campus, architectural design of each facility and its execution design and construction schedule are formulated.
- (4) Sufficient number of competent academic staff, who have acquired teaching contents, pedagogical methods and equipment O&M techniques minimally required for instructing postgraduate courses, is secured.
- (5) Establishment of E-JUST and its features become well known among its stakeholders (industry, academics, government, prospective academic staff and students, etc).
- (6) Sufficient number of highly talented students, from Egypt and foreign countries, are admitted to the 1st batch of postgraduate courses.
- (7) A detailed cooperation plan for 2nd Stage is determined.

3. Activities

- (1-1) To formulate a governing structure of E-JUST
- (1-2) To formulate a selection criteria and recruit capable and competent person to the senior university management and administration
- (1-3) To provide the senior university management with an opportunity to observe and discuss with top level & progressive Japanese universities
- (1-4) To define long term strategy (15 yrs) and mid term (5yrs) plan (including financial plan, industry-academic partnership) of E-JUST.
- (1-5) To formulate a selection criteria and recruit appropriate administrative staff
- (1-6) To conduct training for administrative staff on university administration
- (2-1) To review academic programs and curricula of existing universities in Egypt and neighboring countries.
- (2-2) To define an overall strategy of academic programs and basic policy for each program.

¹ Postgraduate programs: master's and Ph.D courses; number: 3 programs

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- (2-3) To develop a framework of curricula for undergraduate, master's and Ph. D courses of each program
- (2-4) To prepare detailed curricula, syllabi and educational materials for the 1st batch of postgraduate courses of each program
- (2-5) To formulate a list of necessary equipment and machineries for undergraduate, master's and Ph. D courses of each program
- (2-6) To procure essential equipment necessary for starting masters' courses
- (2-7) To prepare for establishment of distance learning system
- (3-1) To formulate basic concept of overall campus plan, in consideration to not only academic aspect, but also linkage with industry and local governments
- (3-2) To formulate preparation plan of each education & research space by reflecting the needs of academic staff and disposition of necessary equipment
- (3-3) To draw an execution design (detail design) of each facility
- (4-1) To formulate a selection criteria and employ competent academic staff
- (4-2) To conduct faculty development for academic staff on teaching contents, pedagogical methods and equipment O&M techniques minimally required for instructing postgraduate courses
- (5-1) To prepare brochures and promotion materials of E-JUST
- (5-2) To conduct promotion campaign utilizing mass media (domestic & international), web, mailing list, etc
- (5-3) To hold international symposiums and workshops commemorating the establishment of E-JUST
- (6-1) To formulate a student admission policy and a list of entrance requirements for postgraduate courses
- (6-2) To conduct explanation meetings targeted at undergraduate students by visiting major universities
- (6-3) To receive application form and conduct selection (for postgraduate course 1st batch start t fall 2009) based on implementation guideline for student selection
- (7-1) To review, discuss and revise the Tentative PDM, PO, and Inputs of the 2nd Stage prepared at the 1st Stage, in consideration to the progress of preparation and newly found circumstances.
- (7-2) To sign Minutes of Meeting which compiles the discussion on PDM, PO and inputs of the 2nd Stage

■ Full Fledged Stage(2nd Stage, 4 Years :2009.10~2013.9)

Pre-Condition

Precondition for starting the Full Fledged Stage (2nd Stage) is the fulfillment of the Project Purpose of the Preparatory Stage (1st Stage). Failure to do so might result in postponement or cancellation of the Full Fledged Stage.

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

- (1) Research capacity of E-JUST's academic staff is strengthened to reach the international level.
- (2) Capacity of E-JUST's students to conduct practical research is cultivated and enhanced by conducting Japanese style ORT (on the research training) .
- (3) Capable technical staff, who support research activities, are recruited and play the expected function
- (4) Collaboration between E-JUST and industries in Egypt and Japan is enhanced.
- (5) Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced.
- (6) Active Information dissemination from E-JUST to Egypt and to all over the world is undertaken.

4. Activities

- (1-1) To master appropriate methods to select research topics, manage researches, and operate & maintain research equipment
- (1-2) To conduct joint researches with universities and industries in Egypt and Japan
- (1-3) To obtain Ph. D degree in Japan and to participate in short term training in Japan
- (2-1) To customize and optimize ORT to suit Egypt
- (2-2) To formulate appropriate academic staff organization and curriculum in order to conduct research based, Japanese style ORT
- (2-3) To conduct education program with lab based Japanese style ORT
- (3-1) To formulate a selection criteria and employ competent technical staff
- (3-2) To conduct training for technical staff on research support method and equipment O&M techniques
- (4-1) To design and establish a division specialized in university-industry collaboration (inc. acquisition & maintenance of IPR) and to train its professional staff
- (4-2) To conduct surveys to grasp demands of industries for human resources in science and technology field and R&D by industries in Egypt
- (4-3) To set up endowed courses which reflect needs of industries, and to receive lecturers from industries in Egypt
- (4-4) To facilitate joint researches and contract researches with/from industries in Egypt and Japan
- (4-5) To facilitate implementation of training courses (degree & non-degree short courses) for company employees in Egypt
- (4-6) To make suggestions to relevant government organizations to formulate a support mechanism for E-JUST in establishing effective linkage with industry
- (5-1) To conduct observation to Japanese universities which promote progressive university management, and have dialogue with its senior management
- (5-2) To conduct skill up training for administrative staff of E-JUST
- (6-1) To actively organize international symposium and seminars on various topics of science and technology
- (6-2) To promote result of E-JUST activities (research result, new style education system)
- (6-3) To facilitate networking with world leading universities and research institutions in science and technology fields

(end)

LIST OF JAPANESE EXPERTS

<Long Term Experts>

- (1) Team Leader / Advisor to President
- (2) Engineering Education Cooperation
- (3) Electronics, Communications and Computer Engineering
- (4) Innovative Design Engineering (Material, Mechatronics & Robotics, and Industrial Engineering)
- (5) Energy and Environmental Engineering
- (6) IT & Info Network / Project Coordinator

<Short Term Expert>

The field and number of short term experts will be decided after the start of the Project by mutual consultation and agreement.

LIST OF MACHINERY AND EQUIPMENT

1. Equipment for common and general use of project management
2. Equipment for research activities
3. Equipment and systems for educational activities

Note:

- (1) The above mentioned equipment should be strongly related with the Project activities by the JICA experts.
- (2) The detailed specification and quantity of the above mentioned equipment and systems to be provided each year will be discussed in principle every year between JICA experts and Egyptian counterpart personnel, based on the annual plan of the Project, within the allocated budget of the Japanese Fiscal Year (JFY: start in April and end in March).

LIST OF COUNTERPART AND ADMINISTRATIVE PERSONNEL

1. Project Implementation Board
 - (1) Project Director/Manager: The Chairman of Executive Committee and the Project Manager of the E-JUST
 - (2) Chairpersons of three Departments
 - (3) Chief Administrator of University Administrative Bureau

2. Joint Research Counterpart
Joint research team directed by Professors/ Associate Professors/ Head of laboratories.

3. Administrative Personnel
 - (1) Full time administrative personnel at the Project Office
 - (2) Secretary(ies) at the Project Office
 - (3) All staff of University Administrative Bureau

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ANNEX V

LIST OF BUILDINGS AND FACILITIES

1. Land, building and facilities necessary for the Project
2. Office and basic logistical facilities for JICA experts
3. Other facilities mutually agreed upon as necessary

JOINT COORDINATING COMMITTEE

The Joint Coordinating Committee, which consists of both Egyptian side and Japanese side, will be established for the smooth and effective implementation of the Project.

1. Functions

The Joint Coordinating Committee will meet when necessary and at least once a year in order to fulfill the following functions:

- (1) To formulate the annual work plan of the Project and to coordinate and monitor the overall progress of the Project based on the Plan of Operation (PO) within the framework of the Record of Discussions (hereinafter referred to as “R/D”)
- (2) To review the results of the annual work plan and the progress of the Project
- (3) To review and exchange views on major issues that may arise during the implementation of the Project

2. Membership

The members of the Committee shall comprise:

Chairperson: The Chairman of Executive Committee and the Project Manager of the E-JUST

Members:

- (1) Egyptian Side President to be of E-JUST
Vice Presidents of E-JUST (Academic, Research, Org.& Financial)
Chairperson of Electronics, Communications and Computer Eng. Dept.
Chairperson of Innovative Design Eng. Dept.
Chairperson of Energy and Environmental Eng. Dept.
Head, Center for Strategic Partnership
Representative from Business Community of Borg El Arab
- (2) Japanese Side Advisor to President of E-JUST / Chief Advisor
JICA Experts to E-JUST
Resident Representative of JICA Egypt Office

Note: Official(s) of Embassy of Japan, as well as representative(s) from Japanese Supporting University Consortium may attend the Joint Coordinating Committee as observer(s).

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3. Relationship with other relevant committees

Among committees related with E-JUST as a whole, the Executive Committee has similar mandate by formulating plan and reviewing its achievement of E-JUST. In contrast JCC only deals with matters pertaining to the Project. However so, since discussion topics often overlaps or mutually correlated, it is deemed more effective and efficient by convening these two committees at the same time at the same location.

PROJECT DESIGN MATRIX (1st Stage)

Project Title: Project for Establishment of E-JUST

Period of 1st Stage : October 2008- September 2009 Period of the Project : October 2008- September 2013
 Target : Teaching staff and Administrative staff of E-JUST

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p><Overall Goal></p> <p><Project Purpose> The precondition for accepting the 1st batch of postgraduate students at E-JUST (strategic plan, organization, academic programs, and staff and facilities and equipment, etc) is fulfilled.</p>	<p><Key indicators for Stage Transition> 1. A mid-long term (10-20 years) plan of E-JUST is formulated 2. Sufficient number of appropriately qualified and trained human resources (university management, academic and administrative staff) is secured and its governing structure is organized 3. Budget necessary for the 2nd Stage of the Project is committed / allocated. 4. Academic contents, equipment and facilities necessary for postgraduate course are prepared. 5. Establishment of E-JUST is approved by SCU</p>	<p>1. Mid-Long term plan & action plan 2. Number, CVs and training result of staff; organizational chart 3. Budgetary note 4. Curricula, syllabus, equipment list, facilities observation 5. Approval document</p>	<p>Egyptian & Japanese government continue to commit themselves to establish E-JUST.</p>
<p><Output> 1. The governing structure and basic plans of E-JUST are formulated.</p> <p>2. Overall framework of academic programs and postgraduate courses (curricula, syllabi, educational materials) and equipment are prepared.</p>	<p>1-1 Organizational structure, staff assignment plan and by-laws are prepared. 1-2 Vision and management capacity of senior university management and administration bureau, who are selected and employed in accordance with the selection criteria, is improved. 1-3 The mid-long (10-20 years) term plan, 5 years action plan as well as its viable financial plan of E-JUST are developed. 1-4 A plan of collaboration with industries and local communities, which responds to the needs of those stakeholders, is developed 2-1 Basic strategy of overall academic programs is determined. 2-2 Basic description of each academic program is given. 2-3 Curricula and Syllabi are prepared for the postgraduate</p>	<p>1-1 Organizational structure, staff assignment plan, by-laws 1-2 CVs, Minutes of Meetings of Board meetings, etc. Interview 1-3 Mid-long term plan, 5 year action plan, financial plan 1-4 Plan of collaboration with industries, interview with stakeholders 2-1 Basic Strategy Paper 2-2 Basic Description 2-3 Curricula, Syllabi</p>	<p>Qualified E-JUST staff will remain working for E-JUST.</p>

<p>3. Grand design of campus, architectural design of each facility and its execution design and construction schedule are formulated.</p> <p>4. Sufficient number of competent academic staff, who have acquired teaching contents, pedagogical methods and equipment O&M techniques minimally required for instructing postgraduate courses is secured.</p> <p>5. Establishment of E-JUST and its features become well known among its stakeholders (industry, academics, government, prospective academic staff and students, etc).</p> <p>6. Sufficient number of highly talented students, from Egypt and foreign countries, are admitted to the 1st batch of postgraduate courses</p> <p>7. A detailed cooperation plan for 2nd Stage is determined.</p>	<p>course of each program.</p> <p>2-4 A comprehensive list of equipment which is necessary for each program of all degrees, is developed.</p> <p>2-5 Equipment and educational materials for the 1st year of postgraduate courses are prepared/ procured.</p> <p>3-1 Basic concept and long term plan of campus is formulated.</p> <p>3-2 Architectural design of each facility, which responds to the needs of users and properly accommodates all equipment, is formulated.</p> <p>3-3 Execution design of all facilities and viable construction schedule are formulated.</p> <p>4-1 Sufficient number of academic staff, who fulfills the selection criteria, is employed.</p> <p>4-2 Proficiency of all academic staff on teaching contents, pedagogical methods and equipment O&M techniques is sufficiently improved to instruct postgraduate courses</p> <p>5-1 Brochures of E-JUST are distributed to related organizations (ministries, industries, major universities and high schools)</p> <p>5-2 The number of access to a newly opened web site of E-JUST reaches X times.</p> <p>5-3 The number of registered person to a mailing list of E-JUST become X person.</p> <p>5-4 The number of reports/ coverage on E-JUST at national newspapers, TV programs, related magazines and professional journals reaches more than X times.</p> <p>5-5 Symposiums and workshops commemorating the establishment of E-JUST are held more than X times.</p> <p>6-1 The number of applicants reaches more than 2 time of the annual enrollment number.</p> <p>6-2 All admitted students surpass the established admission criteria.</p> <p>7-1 Revised PDM, Plan of Operation (PO) and Plan of Inputs for the 2nd Stage are formulated.</p> <p>7-2 Minutes of Meetings (M/M) for the 2nd Stage is agreed upon and signed by both sides.</p>	<p>2-4 List of equipment</p> <p>2-5 List of procured equipment & educational materials</p> <p>3-1 Basic Concept, Long Term Plan</p> <p>3-2 Architectural design</p> <p>3-3 Execution design, Construction schedule</p> <p>4-1 List of academic staff & CVs</p> <p>4-2 Training result, interview with senior management & Jpn professors</p> <p>5-1 List of organizations to which brochures are distributed</p> <p>5-2 Access number of Web site</p> <p>5-3 Number of registered person</p> <p>5-4 Number of reports & articles</p> <p>5-5 Number of meetings</p> <p>6-1 List of applicants & admitted students</p> <p>6-2 Test scores and other admission materials</p> <p>7-1 Revised PDM, PO, Inputs Plan</p> <p>7-2 Signed M/M</p>	
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<p><Activities></p> <p>1-1 To formulate a governing structure of E-JUST</p> <p>1-2 To formulate a selection criteria and recruit capable and competent person to the senior university management and administration</p> <p>1-3 To provide the senior university management with an opportunity to observe and discuss with top level & progressive Japanese universities</p> <p>1-4 To define long term strategy (15 yrs) and mid term (5yrs) (including financial plan, industry-academic partnership) of E-JUST</p> <p>1-5 To formulate a selection criteria and recruit appropriate administrative staff</p> <p>1-6 To conduct training for administrative staff on university administration</p> <p>2-1 To review academic programs and curricula of existing universities in Egypt and neighboring countries.</p> <p>2-2 To define an overall strategy of academic programs and basic policy for each program.</p> <p>2-3 To develop a framework of curricula for undergraduate, master's and Ph. D courses of each program</p> <p>2-4 To prepare detailed curricula, syllabi and educational materials for the 1st batch of postgraduate courses of each program</p> <p>2-5 To formulate a list of necessary equipment and machineries for undergraduate, master's and Ph. D courses of each program</p> <p>2-6 To procure essential equipment necessary for starting masters' courses</p> <p>2-7 To prepare for establishment of distance learning system</p> <p>3-1 To formulate basic concept of overall campus plan, in consideration to not only academic aspect, but also linkage with industry and local governments</p> <p>3-2 To formulate preparation plan of each education & research space by reflecting the needs of academic staff and disposition of necessary equipment</p> <p>3-3 To draw an execution design (detail design) of each</p>	<p><Input></p> <p>(1) Japanese Side</p> <ol style="list-style-type: none"> 1. Long Term Experts (Advisor to President, Engineering Education Cooperation, Specialists in 3 fields, IT & Info Network / Project Coordinator) 2. Short Term Experts 3. Short Term Training Courses in Japan 4. Provision of Equipment: Supplementary to GA Project 5. Others <p>(2) Egyptian Side</p> <ol style="list-style-type: none"> 1. Assignment of Counterpart personnel (inc. MuCSAT research staff) 2. Construction of campus, facilities and ancillary infrastructure works (electricity, water, roads, etc.) 3. Activity costs of the Project Office (fixtures, stationeries, utilities) 4. O&M cost of facilities and equipment 5. Others 	<p><Pre-condition></p> <p>Egyptian government appoint the founding president as well as founding professors for each program</p> <p>Organization, facilities, equipment and staff of MuCSAT remains closely affiliated with E-JUST</p>
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<p>facility</p>	<p>4-1 To formulate a selection criteria and employ competent academic staff</p> <p>4-2 To conduct faculty development for academic staff on teaching contents, pedagogical methods and equipment O&M techniques minimally required for instructing postgraduate courses</p> <p>5-1 To prepare brochures and promotion materials of E-JUST</p> <p>5-2 To conduct promotion campaign utilizing mass media(domestic & international), web, mailing list, etc</p> <p>5-3 To hold international symposiums and workshops commemorating the establishment of E-JUST</p> <p>6-1 To formulate a student admission policy and a list of entrance requirements for postgraduate courses</p> <p>6-2 To conduct explanation meetings targeted at undergraduate students at major cities</p> <p>6-3 To receive application form and conduct selection (for postgraduate course 1st batch start t fall 2009) based on implementation guideline for student selection</p> <p>7-1 To review, discuss and revise the Tentative PDM, PO, and Inputs of the 2nd Stage prepared at the 1st Stage, in consideration to the progress of preparation and newly found circumstances.</p> <p>7-2 To sign Minutes of Meeting which compiles the discussion on PDM, PO and inputs of the 2nd Stage</p>
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PROJECT DESIGN MATRIX (2nd Stage)

Project Title: Project for Establishment of E-JUST

Period of 2nd Stage : October 2009- September 2013 Period of the Project : October 2008- September 2013
 Target : Academic staff and Administrative staff of E-JUST

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p><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.</p>	<p>1. The number of research papers accepted in accredited international journals/per academic staff ranks within top 5 among Egyptian universities 2. E-JUST obtains accreditation from NAQAAE.</p>	<p>1. Statistics of MOHE/MOSR 2. Accreditation Certificate of NAQAAE</p>	<p>Egyptian and Japanese government continue to commit themselves to establish E-JUST.</p>
<p><Output> 1. Research capacity of E-JUST's academic staff is strengthened to reach the international level. 2. Capacity of E-JUST's students to conduct practical research is cultivated and enhanced by conducting Japanese style ORT (on the research training).</p>	<p>1-1 At least 1 joint researches is conducted at program with Japanese universities (with possible participation of universities and industries in Egypt) every year 1-2 At least 2-3 research papers are presented at international level conferences or accepted journals per each program every year 2-1 Introduction plan for ORT is prepared and authorized by E-JUST senior management. 2-2 Organization and curriculum is developed in a way where ORT can be smoothly conducted. 2-3 All graduate students are involved in activities of each laboratory/research projects and write their thesis based on laboratory work. 2-4 80% of Employers (industries, industries and universities) evaluate that E-JUST graduates generally possesses practical and higher ability of conducting research.</p>	<p>1-1 No. of joint research 1-2 No. of papers presented at int'l conferences and papers published in int'l journals 1-3 No of patents registered 2-1 Introduction plan of ORT chart, 2-2 Organizational curriculum, interview to academic staff & students 2-3 List of students assignment to laboratories, Research topics of Lab and thesis topics of students, interviews to academic staff and students 2-4 Questionnaire and interview to employers of E-JUST graduates 3-1 List of technical staff & C/Vs</p>	<p>Trained E-JUST staff will remain working for E-JUST.</p>
<p>3. Capable technical staff, who support research activities,</p>	<p>3-1 Sufficient number of technical staff, who fulfills the</p>		

<p>are recruited and play the expected function</p> <p>4. Collaboration between E-JUST and industries in Egypt and Japan is enhanced.</p> <p>5. Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced.</p> <p>6. Active Information dissemination about E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.</p>	<p>selection criteria, is employed.</p> <p>3-2 Proficiency of all technical staff on research support and equipment O&M techniques is sufficiently improved</p> <p>4-1 University-Industry Linkage Division is organized and staffed with proper number of academic staff as well as professional, administrative and liaison staff.</p> <p>4-2 Database on technology seeds is constructed and uploaded to Website of E-JUST biannually</p> <p>4-3 More than 50% of major companies around Alexandria area know the research areas of E-JUST which relates with their sector.</p> <p>4-4 At least one course per program per semester is delivered by lecturers from industries</p> <p>4-5 At least one professional training course for company employees per year per faculty is implemented.</p> <p>4-6 At least 1 joint/contract research per program per year is conducted with industries (domestic/ foreign) in Egypt</p> <p>5-1 More than 75% of targets set in the Mid Term Plan are evaluated as "mostly achieved" by external evaluators.</p> <p>5-2 E-JUST is officially accredited by NAQAAE</p> <p>5-3 More than 75% of the academic staff and students are satisfied with performance of university management and administration.</p> <p>6-1 E-JUST hosts at least one International symposium, conferences etc. each year.</p> <p>6-2 Publicity campaigns and student recruit tours are conducted at least at 5 countries of Middle East and Africa region.</p> <p>6-3 At least 5 Memorandum of Understanding (MOU) on academic and research cooperation are signed with foreign universities and research institutions.</p>	<p>3-2 Training result, interview with senior management & Jpn professors</p> <p>4-1 Organizational Chart, List of Staff and its CVs</p> <p>4-2 Data base & web site records</p> <p>4-3 Questionnaire & interview</p> <p>4-4 No. of lecturers from industry</p> <p>4-5 No. of training courses for company employees</p> <p>4-6 No. of joint/contract researches</p> <p>3-3 External Evaluation Report</p> <p>3-4 Accreditation Certificate</p> <p>3-5 Questionnaire & Interviews to academic staff & students</p> <p>6-1 No. of Int'l Symposium etc.</p> <p>6-2 No. of publicity & student recruit tours</p> <p>6-3 No. of MOUs</p>	
<p><Activities></p> <p>1-1 To master appropriate methods to select research topics, manage researches, and operate & maintain research equipment</p> <p>1-2 To conduct joint researches with Japanese universities, and universities and industries in Egypt and Japan</p> <p>1-3 To obtain Ph. D degree in Japan and to participate in short term training in Japan</p>	<p><Input></p> <p>(1) Japanese Side</p> <p>1. Long Term Experts (Advisor to President, Engineering Education Cooperation, Specialists in 3 fields, IT & Info Network / Project Coordinator)</p> <p>2. Short Term Experts</p> <p>3. Short Term Training Courses in Japan</p> <p>4. Provision of Equipment: Supplementary to GA Project</p>		<p><Pre-condition></p> <p>Organization, facilities, equipment and staff of MuCSAT remains closely affiliated with E-JUST</p>

<p>2-1 To customize and optimize ORT to suit Egypt</p> <p>2-2 To formulate appropriate academic staff organization and curriculum in order to conduct research based, Japanese style ORT</p> <p>2-3 To conduct education program with research based Japanese style ORT</p> <p>3-1 To formulate a selection criteria and employ competent technical staff</p> <p>3-2 To conduct training for technical staff on research support method and equipment O&M techniques</p> <p>4-1 To design and establish a division specialized in university-industry collaboration (inc. acquisition & maintenance of IPR) and to train its professional staff</p> <p>4-2 To conduct surveys to grasp demands of industries for human resources in science and technology field and R&D by industries in Egypt</p> <p>4-3 To set up endowed courses which reflect needs of industries, and to receive lecturers from industries in Egypt</p> <p>4-4 To facilitate joint researches and contract researches with/from industries in Egypt and Japan</p> <p>4-5 To facilitate implementation of training courses (degree & non-degree short courses) for company employees in Egypt</p> <p>4-6 To make suggestions to relevant government organizations to formulate a support mechanism for E-JUST in establishing effective linkage with industry</p> <p>5-1 To conduct observation to Japanese universities which promote progressive university management, and have dialogue with its senior management</p> <p>5-2 To conduct skill up training for administrative staff of E-JUST</p> <p>6-1 To actively organize international symposium and seminars on various topics of science and technology</p> <p>6-2 To promote result of E-JUST activities (research result, new style education system)</p> <p>6-3 To facilitate networking with world leading universities and research institutions in science and technology fields</p>	<p>5. Joint Research Expenses</p> <p>6. Others</p> <p>(2) Egyptian Side Assignment of Counterpart personnel (inc, MuCSAT research staff)</p> <p>1. Construction of campus, facilities and ancillary infrastructure works (electricity, water, roads, etc.)</p> <p>2. Activity costs of the Project Office (fixtures, stationeries, utilities)</p> <p>3. O&M cost of facilities and equipment</p> <p>4. Others</p>	
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Plan of Operation (PO) for 1st Stage

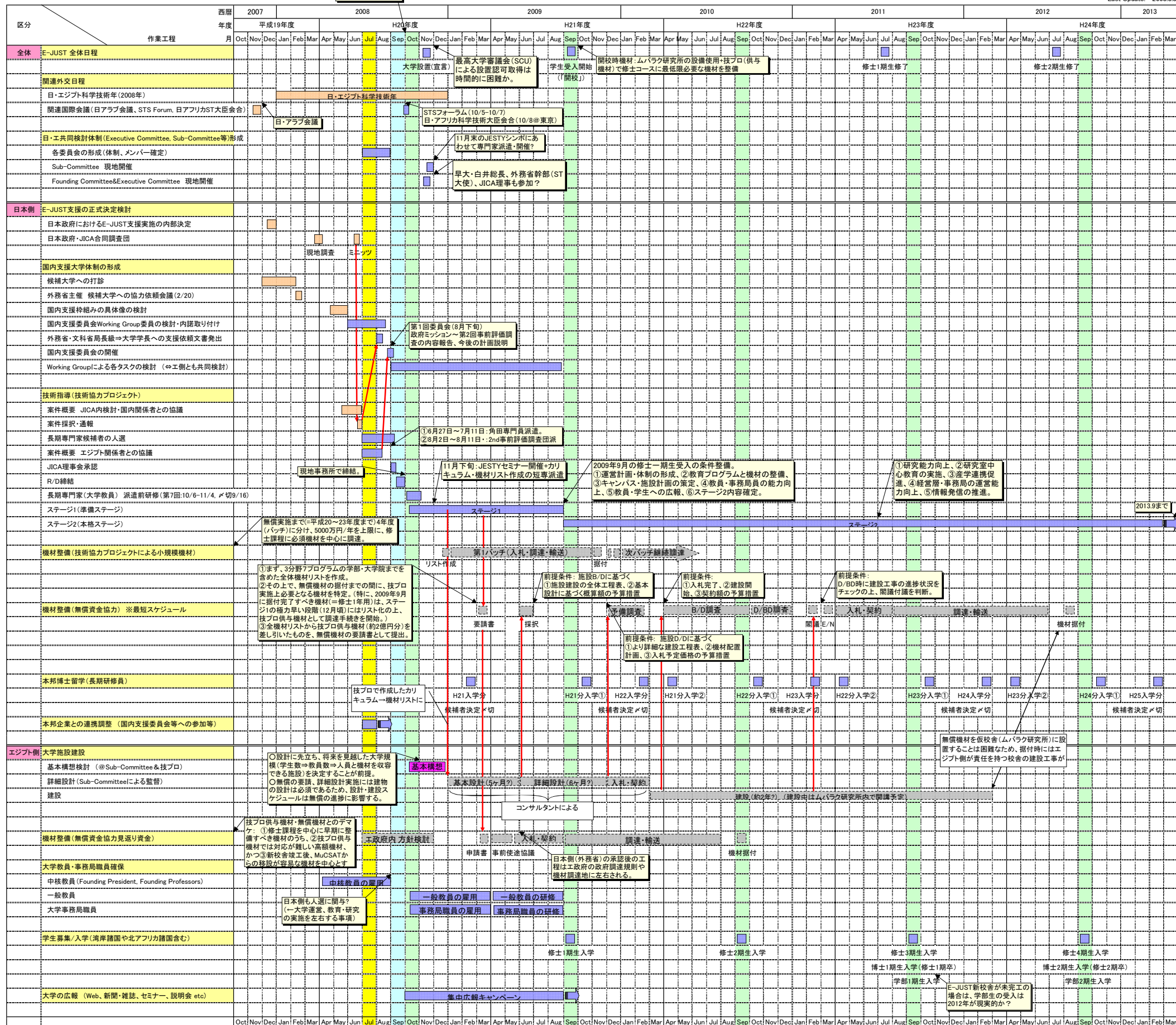
Project Period (1st Stage)	2008												2009				Person in Charge	
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Egypt	Japan	
	preparation																	
Output (1) The governing structure and basic plans of E-JUST are formulated.																		
1	To formulate a governing structure of E-JUST																	
2	To formulate a selection criteria and recruit capable and competent person to the senior university management and administration																	
3	To provide the senior university management with an opportunity to observe and discuss with top level & progressive Japanese universities																	
4	To define the long term strategy (15 yrs) and mid term (5yrs) (including financial plan, industry-academic partnership) of E-JUST.																	
5	To formulate a selection criteria and recruit appropriate administrative staff																	
6	To conduct training for administrative staff on university administration																	
Output (2) Overall framework of academic programs and master's courses (curricula, syllabi, educational materials) and equipment are prepared.																		
1	To review academic programs and curricula of existing universities in Egypt and neighboring countries.																	
2	To define an overall strategy of academic programs and basic policy for each program.																	
3	To develop a framework of curricula for undergraduate, master's and Ph. D courses of each program																	
4	To prepare detailed curricula, syllabi and educational materials for the 1st batch of postgraduate courses of each																	
5	To formulate a list of necessary equipment and machineries for undergraduate, master's and Ph. D courses of each program																	
6	To procure essential equipment necessary for starting postgraduate courses																	
7	To prepare for establishment of distance learning system																	
Output (3) Campus plan, architectural design of each facility and its execution design and construction schedule are formulated.																		
1	To formulate basic concept of overall campus plan, in consideration to not only academic aspect, but also linkage with industry and local governments																	
2	To formulate preparation plan of each education & research space by reflecting the needs of academic staff and disposition of necessary equipment																	
3	To draw execution (detail) design of each facility																	
Output (4) Sufficient number of competent academic staff, who have acquired teaching contents, pedagogical methods and equipment O&M techniques minimally required for instructing master's courses, is secured.																		
1	To formulate a selection criteria and employ competent academic staff																	
2	To conduct faculty development for academic staff on teaching contents, pedagogical methods and equipment O&M techniques minimally required for instructing																	
Output (5) Establishment of E-JUST and its features become well known among its stakeholders (industry, academics, government, prospective academic staff and students, etc).																		
1	To prepare brochures and promotion materials of E-JUST																	
2	To conduct promotion campaign utilizing mass media (domestic & international), web, mailing list, etc																	
3	To hold international symposiums and workshops commemorating the establishment of E-JUST																	
Output (6) Sufficient number of highly talented students are admitted to the 1st batch of master's courses																		
1	To formulate a student admission policy and a list of entrance requirements for postgraduate courses																	
2	To conduct explanation meetings targeted at undergraduate students at major universities																	
3	To receive application form and conduct selection (for postgraduate course 1st batch start t fall 2009) based on implementation guideline for student selection																	
Output (7) A detailed cooperation plan for 2nd Stage is determined.																		
1	To review, discuss and revise the Tentative PDM, PO, and Inputs of the 2nd Stage prepared at the 1st Stage, in consideration to the progress of preparation and newly found																	
2	To sign Minutes of Meeting which compiles the discussion on PDM, PO and inputs of the 2nd Stage																	

8. E-JUST設立の全体工程表

日・エジプト科学技術大学に係る設立準備日程(案)

(前提: 2008年6月正式通報、2008年11月大学設置、2009年9月学生受入開始)

Last Update: 2008.8.8



9. アインシャムス大学、ナイル大学の調査結果

1. アインシャムス大学（工学部）

<大学（学部）概要>

- 1950 設立。工学部も同年設置。
- 工学部の学部生約 1 万 5000 人。ウェブサイトでは 11,252 人（男子 8,533 人、女子 2,719 人）となっているが、このデータは古いとのこと。大学院生は 2261 人。
- 教員は 617 人（この中に助手 161 人は含まれていない）。
- 工学部には以下の 12 学科がある。
 - ENGINEERING PHYSICS AND MATHEMATICS
 - STRUCTURAL ENGINEERING
 - IRRIGATION & HYDRAULICS
 - PUBLIC WORKS
 - ARCHITECTURE
 - URBAN PLANNING
 - ELECTRICAL POWER AND MACHINES ENGINEERING
 - ELECTRONICS AND ELECTRICAL COMMUNICATION ENGINEERING
 - COMPUTERS AND SYSTEMS ENGINEERING
 - DESIGN AND PRODUCTION ENGINEERING
 - MECHANICAL POWER ENGINEERING
 - AUTOMOTIVE ENGINEERING

<最近の動向>

- 既存の学科の内容を統合し、新しく 4 つのプログラムの提供を開始した。

	New Programs	開始年
1	Building Engineering	2006 年（現在は 1 年生と 2 年生のみ在籍）
2	Material Engineering	2006 年（現在は 1 年生と 2 年生のみ在籍）
3	Communication and Systems Engineering	2007 年（現在は 1 年生のみ在籍）
4	Manufacturing Engineering	2007 年（現在は 1 年生のみ在籍）

- いずれのプログラムも学部レベルであり、大学院レベルでは提供していない。
- 現在の学生数は 4 つのプログラムを合わせて約 250 名である（各プログラム 30～90 人）。今後新しい学生が入るにつれて徐々に増えていく見込み。ただし、収容スペースと教員数に制限があるため、入学者数を増やしたり、プログラム数を増やしたりする計画は現時点ではない。
- 授業料は通常のプログラム（無料）と異なり、有料（半期 4500LE、年間 9000LE）である。
- アインシャムス大学工学部に入学が認められた後、本プログラムを志望した学生について、成績順に席を割り当てていく。入学前に（願書提出時に）本プログラムの受講を申し出るものではない（あくまでも入学後である）。
- 学生にとって本プログラムのメリットは、社会のニーズの高い学問領域を少人数で学んでいける点である（質の高い教育の享受）。
- また各プログラムは既成概念に囚われず、学際的に学べるようになっている。
- さらに、本プログラムの使用言語は英語である。通常プログラムはアラビア語と英語が混用され

ており、きちんと区分けされていない。

<工学部の抱える課題>

- ・ 教員数に比して、学部生、大学院生ともに多すぎる。
- ・ 現在、学部生は約 1 万 5000 人、大学院生は約 2000 人である。助手を除いた教員は約 600 人であり、教員一人当たりの学生数は 28 人を超える。
- ・ 高等教育省の政策によって大学は多くの学生を受け入れており、絶えず量的プレッシャーを受けている。
- ・ 学部生、大学院生ともに、もっと人数を減らすことが望ましい。少なくとも現場レベルではそう思っている。ちなみに大学院生の志願者倍率は 3~4 倍であり、GUC（ドイツ・カイロ大学）やこれからできる E-JUST が学生（学部生、大学院生）の受け入れ先になってくれることは非常にありがたい。

<教員>

【採用】

- ・ アインシャムス大学の教員は同大学の学部卒者でなければならない。たまたまそうになっているのではなく、これは規則で定められている（完全純血主義）。ただし修士や博士は国内外の他大学で取得しても可。
- ・ アインシャムス大学の教員になるには、学部生として極めて優秀な成績を収め、まず助手（demonstrator）として採用される必要がある。通例は同大学で修士号を取得し、海外の大学で博士号を取得する。そして帰国後に講師（lecturer）として採用されるパターンが多い。

【給与】

- ・ 本学のような国立大学では毎月 3000~4000LE である。これに対して私立大学の教員は毎月 12000LE 程度である。

【昇進システム】

- ・ 昇進は自動的ではなく、また論文（の質・量）だけで決まるわけではない。
- ・ 学内活動への貢献度、教育への献身度、コンサルティングサービスの度合い、学会発表や人事交流などの研究活動全般を含めて総合的に評価される。
- ・ 大まかに論文が 6 割、その他業績が 4 割のバランスで人事考課が行われる。

【産学連携】

- ・ 最も多いパターンはコンサルティングサービス（民間企業等が抱える諸問題に対して大学教員が自身の持つ知識やノウハウを提供してアドバイスを行うこと）と受託研究（大学教員が民間企業等からの委託を受けて実施する研究）である。
- ・ 同学部が政府系企業と包括提携し、教員が当該企業に赴いて（出張）講義や指導を行うこともある。修了書はアインシャムス大学名で発行される。
- ・ 共同研究（大学と民間企業等が対等の立場で共同して実施する研究）や寄付研究・寄付講座は基本的にない。

- また起業（大学発ベンチャー）というよりは、むしろ大学教員自身が自分で会社（コンサルタン
ト会社や高度先端部品製造会社等）を興すことはある。
- なお、アインシャムス大学校工学部は工学コンサルタンシーセンター（Engineering Consultancy
Center）を有している。ただし、同センターを通さずに教員個人が直接企業等から仕事を請け負
ってもよい。
- ちなみに、同センターを通した場合には、受託額の4割が同センターへ、6割が各教員に振り分
けられる。これを嫌って同センターを通さずに仕事をする教員も多いが、工学部としては異なる
2つの制度を容認している。

<学生>

【入学者のレベル】

- 全国統一試験で高得点（少なくとも92%の正答率）を取った優秀な学生だけが入学してくる。

【奨学金】

- 授業料が無料のため、学生は奨学金を受けていない。
- また大学院生の大半はパートタイムの社会人学生であり、働きながら（給与を受け取りながら）
学んでいる。これは他大学でも同様である。

【就職】

- 大学院生についてはすでに就職している。大半が社会人学生である。
- 工学部内に Graduate Affairs Unit（就職支援ユニット）なる組織があり、ここが企業を招いて就職
フェアを開催している。また同ユニットは夏季のインターン研修のアレンジも行っている。
- 同ユニットに専任職員はいない。7人の教員が協力して当該業務を行っている。
- カイロ大学、アインシャムス大学、アレキサンドリア大学、アシュート大学の工学部の学生は就
職に困ることはまずない。優秀な大学の卒業生は常に引く手あまたである。しかし、新しくでき
た国立大学（工学部）では、学生個人が優秀であっても大学名で判断されてしまうため、就職が
むずかしいという現実はある。
- エジプトでは一般的に学生は卒業してから職を探す。本工学部で卒業前に就職先が内定している
者は2%程度と思われる。

2. ナイル大学

<大学概要>

- ・ 2006年9月開学（第1期生入学）。現時点で2学年度目。
- ・ 私立の大学院大学。通信・情報技術省も設立に際して主導的役割を果たす。
- ・ 現在はカイロ近郊の Smart Village（ICT関連企業が集積している地域）の中の一つの建物を間借りしている。本キャンパスは Smart Village から10キロ程度離れた場所に建設中。外から本キャンパスを見た感じでは、フェンスが張り巡らされているだけで、施設建設の緒に就いたばかり。キャンパスらしきものになるにはあと2年程度かかる模様である。
- ・ 以下の3つのスクールで4つのプログラムを提供。学生数90人。カッコ内は学生数。

1) School of Communication and Information Technology

➤ Masters of Communication and Information Technology

- ① Software Engineering Program（20人）
- ② Wireless Technologies Program（15人）

2) Graduate School of Management of Technology

➤ Masters of Management of Technology

- ③ Management of Technology Program（20人）

3) School of Business Administration

- ④ Executive MBA Program（30人）

<設立思想>

- ・ エジプトにも中東地域にもない全く新しい大学を作る。ナイル大学のような大学はこれまでこの地域になかった
- ・ **Software Engineering** を教えている大学はあるが、**Software Engineering** を修士プログラムとして提供している大学はナイル大学以外にない。**Wireless Technologies** に関しても同様。また **MBA** を提供している大学はあるが、**Executive MBA** を提供しているのはナイル大学だけである¹。

<学生関連事項>

- ・ 学生の大半はエジプト人。
- ・ 出身大学（学部）は多様。特定の大学への偏りなし。
- ・ 志願者のうち合格する者は30～40%。
- ・ 各セメスターで（=年に2回）学生を受け入れている。
- ・ 授業料は1単位時間（credit hour 当たり）500米ドル。修士号取得に要する単位時間数は、**Executive MBA** が48単位時間（24,000米ドル）。他3プログラムは36単位時間（18,000米ドル）。

¹ 本場にナイル大学だけであるかどうかは不明。また **MBA** も **Executive** 向け **MBA** もさほど違いはないと思われるが、先方面会者はユニークであると信じている様子であった。

- ・ フルスカラシップ受けている（授業料全額免除の）学生は約 2 割。総じて 7 割の学生が何らかのスカラシップを受けている。また大学からスカラシップを受けていなくても、所属先の企業が授業料を支払っているケースもある。
- ・ 現在は大学院大学であるが、大学院生だけでは経営が成り立たないため、今後は学部学生も受け入れる予定（具体的年月未定）。
- ・ 就職支援部はない。AUC の CAPS のような組織は必要と感じているが、設置するのは最初の卒業生が出てからでよい。現役学生にする就職支援・指導は不要。

<教員関連事項>

- ・ 国際学術誌、国際学会、ウェブサイトを通じて広く公募。
- ・ 待遇（給与）は、中東地域の高等教育機関と同程度（かなり良い）。具体的金額は口外できない。
- ・ テニユア（終身在職権）は用意してあるが、開校 2 年目なので取得している者はいない。全員が契約ベース。
- ・ 提携している海外の大学からは短期で教員を派遣してもらっている。ナイル大学が渡航費、人件費等を負担（提携している理由はそれのみ）。ナイル大学の教員や学生が人事交流や交換留学で海外に行くことはない。

<産学連携>

- ・ 共同研究、受託研究、コンサルティングサービスなどは一切行っていない。
- ・ 科学研究省からの公的研究資金なども一切受け取っていない（当然ながら申請もしていない）。
- ・ 企業からの献金は奨学金のみに充当している。

10. カイロ・アメリカン大学、ドイツ・カイロ大学の調査結果

1. カイロ・アメリカン大学 (American University in Cairo: AUC)

カイロ・アメリカン大学には Career Advising and Placement Services (CAPS) という呼称の開発支援室がある。

<キャリア開発 CAPS 概要>

- ・ 1991 年設置 (AUC は 1919 年設立)
- ・ 大学内では学生課 (Student Affairs Division) の下に置かれている。
- ・ 主な業務内容は学生に対するキャリア支援 (単なる就職斡旋ではなく人生全般にわたる自己実現・キャリア開発を支援)。就職フェアも年 2 回開催。
- ・ 人員は専任職員 10 名 (教員はおらず、すべて職員)。

<業務内容の詳細>

➤ 学生向けにキャリア開発に関するガイダンスを行う

キャリア開発のコンセプト (社会で必要とされるスキル、及びそれらを習得するためにはどんな科目を履修すべきか等)、就職活動の実際、履歴書の書き方、面接の受け方などについて細かく指導。また「Career Planning」「Job Research Strategies」などの小冊子を配布している。例えば「Career Planning」の表紙には "Career planning is a life-long process ... it is about determining your interests, skills and values; clarifying what is most important to you; and choosing a compatible direction." という文言が書かれている。

➤ 企業の求人情報の学生 (卒業生を含む) に提供

企業の求人情報を学生 (登録者のみ) にメールで提供している。オンラインで直接応募できる場合は学生自身がそれを行う。オンラインで出来ない場合には、CAPS 経由で履歴書等が企業に提出される。当該サービスは現役学生だけでなく、卒業生も受けられる。キャリア開発は生涯にわたるものであり、卒業と同時に学生への支援が終わるものではないという哲学に基づく。

➤ 年 2 回の就職フェアの開催

次回 (Spring Employment Fair) は 2008 年 5 月 9 日に予定。参加企業はエジプト国内の 142 社。BP、IBM、Microsoft、Nissan Motor、Shell、Vodafone、Xerox、エジプト中央銀行、PepsiCO 等の組織名が並んでいる。これらは CAPS のウェブサイトに掲載されている。

<学生の就職>

- ・ 学生が実際にどの企業に就職しているかは不明。CAPS ではそこまで追跡調査をしていない。ただし、学内にある調査ユニット (Institutional Planning and Research Unit) が、5 ~ 7 年に 1 回、企業を訪問して AUC 卒業生に対する企業側の評価をまとめている。実

際にはコンサルタントに委託して実施。企業にクエショネアを単に配布・回収する方法では真の声を拾えないため、インタビュー形式で実施。

- 大まかに言って、卒業前に就職が内定している学生は 4 割、未定の者が 6 割。ただし、その 6 割のうち卒業後 1 ヶ月以内に就職する者が 2~3 割、残りは 1 ヶ月以上経ってから就職する。おおよそ AUC の卒業生に関する限り、本人が望むにも関わらず仕事が見つからない（失業状態が続く）ということはある。
- AUC の学生に対する社会的評価は高い。英語力、コミュニケーション能力、個別スキル、人柄など、どれをとっても優秀と広く認知されている。

2. カイロ・ドイツ大学 (German University in Cairo: GUC)

<大学概要>

- ・ 2003年10月開学。以下7つの学部を有する。
 - 1) Faculty of Pharmacy and Biotechnology
 - 2) Faculty of Engineering and Materials Science
 - 3) Faculty of Information Engineering and Technology
 - 4) Faculty of Management Technology (4年課程)
 - 5) Faculty of Media Engineering and Technology
 - 6) Faculty of Postgraduate Studies and Scientific Research
 - 7) Faculty of Applied Sciences and Arts
- ・ 学生数：学部生約6200人。大学院生約600人（大学院生はGUCの教員に限定）。
- ・ Faculty of Management Technology（4年課程）は2007年に最初の卒業生を輩出。他学部（すべて5年課程）は2008年に最初の卒業生を輩出予定。大学の真価が問われるのはこれからである。

<大学構内の産業パーク（Industrial Park）の現状>

- ・ GUC構内にある産業パーク（Industrial Park）には以下の3社が入っている。
 - 1) Festo社（メカトロニクス／ロボティクス関係）
 - 2) Deckel Naho Guidmeister社（メカトロニクス／ロボティクス関係）
 - 3) Trumpf社（レーザー・メタル・シート・ワーク関係）
- ・ ただし、機械が入っているのはFesto社だけである。これらの会社は実際に操業し、製造を行っているのではなく、学生の教育用（いわばデモンストレーション用）に機械を置いている（或いはそれを予定している）だけである。そこに当該企業の従業員や労働者がいるわけではない。
- ・ 産業パーク（4万平方メートル）にはあと3社程度入居することができる。同パークを拡張したり、入居企業を増やしたりすることは現在考えられていない¹。

<学長選考>

- ・ 公募ではなく、学長自身が手を上げたわけではない。
- ・ 大学の理事会が学長の選考に際して幾つかの要件を設定。各要件を満たす人物の中から最終的に現学長であるMahmoud H. Abdel Kader氏が選ばれた。
- ・ 当該要件の中にはドイツでの研究経験（学長はシュトゥットガルト大学で博士号取得）、

¹ 結局のところ、「産業パーク」といっても日本のイメージとはかけ離れており、学生教育用に企業が実際に使っている機材を置く施設がある「敷地」に近いものと考えられる。

研究者としての実績、管理者としての実績などが含まれていた。

- ・ (GUC 関係者の) 知人と食事をする機会があったが、学長選考のためのインタビューを兼ねたものとは知らなかった。これらはすべて自分が学長になった後に知らされたことである。

<教員>

- ・ ドイツ人教員 50%、エジプト人教員 50%。ドイツ人教員に対するインセンティブとして、ドイツ本国の大学教員よりも高い給与を支払っている。
- ・ 一回目は3年契約、二回目は5年契約。
- ・ 昇進に際しては論文の質・量だけでなく、学内業務へのコミットメントの度合いなどを勘案して総合的に判断。
- ・ ただし、飛び級的昇進は無く、講師→准教授→教授へと昇進するには最短でも5年を要する。

<学生の入学選考>

- ・ 全国統一試験の結果を提出。GUCとして独自に英語試験と適性検査を実施。

<インターンシップ>

- ・ インターンシップ(企業での研修)は必修。
- ・ ドイツ本国でインターンシップは希望ベース。本国へ行った学生は約1割(昨年度)。今年度は2割程度になる見込み。
- ・ ドイツに約2ヶ月滞在する。大学と学生でコストシェアリング。学生の負担は渡航費、滞在費等を含めて1万ポンド程度。

<施設・サービス>

- ・ 教員宿舎なし。建設予定あり。
- ・ 学生寮なし。建設予定あり。
- ・ 大学バス100台あり。有料(利用者は年間3000ポンドを支払う)。

(3) ドイツ政府の支援

ドイツ政府による支援は以下の4つの形態がある。

1. エジプト人学士号(以上)保有者のドイツでの研究活動の支援

実施期間: 2007~2009年(3年間)

予算規模: 毎年12万ユーロ(ドイツ側)、12万ユーロ(エジプト側)の計24万ユーロ。

使途: 旅費、研究活動費(学位取得に直結しなくても可)

資格: エジプト人の学士号保有者であれば官民の所属先を問わず誰でも可。

一人当たりの受取額：最大で 7000～8000 ユーロ。
実績：17 人に支給済み。最終的に 90 人を見込んでいる。

2. 交通費支援 (Funds for Mobility)

実施期間：2008～2010 年 (3 年間)

予算規模：毎年 10 万ユーロ (ドイツ側)、10 万ユーロ (エジプト側) の計 20 万ユーロ。

用途：交通費

資格：エジプト人であれば誰でも可

3. 共同研究費の支援 (制度設計中につき実績ゼロ)

実施期間：2008～2010 年 (3 年間)

予算規模：毎年 30 万ユーロ (ドイツ側)、30 万ユーロ (エジプト側) の計 60 万ユーロ。

用途：研究費

資格：エジプト人、ドイツ人

4. エジプト人のドイツでの博士号取得支援

実施期間：2008～2012 年 (5 年間)

人数：毎年 100 人をドイツへ派遣

予算規模：2000 万ユーロ (エジプト側 7 割、ドイツ側 3 割負担)

支給額：一人当たり毎月 1800 ユーロ (最大で 42 ヶ月間)

資格：エジプト人。所属先不問。対象学問不問 (社会科学、自然科学のどちらでも可)。

応募方法：個人が直接応募する (所属先で予備選考されることはない)。

以上、ドイツ政府による支援とは別にエジプト政府 (高等教育省) 独自で以下のような支援プログラム (短期の研究支援) を実施しているので参考までに紹介しておく。

- 実施期間：2006 年 5 月開始、予算がなくなるまで実施予定。
- 予算規模：3000 万 LE
- 用途：ドイツを除く外国での研究活動
- 資格：エジプト人で公的機関 (国立大学か研究所) に勤務する者
- 支給額：毎月 1800～2000 ユーロ (最大で 6 ヶ月間) → 交通費等もこの中に含む
- 実績：267 人に支給 (現在支給中の者も含む)。最終的に 1000 人程度になる見込み。

11. 主要面談者リスト

1. エジプト側

- Prof. Dr. Hani Helal, Minister of Higher Education & Scientific Research
- Prof. Dr. Ahmed Khairy, E-JUST Executive Committee Chairman & Project Manager
- Mr. Nabil Abdel- Hammid, First Undersecretary, Ministry of International Cooperation
- Prof. Dr. Meselhy Ragab, Cairo University
- Prof. Dr. Ahmed Abo-Ismael, Assiut University
- Prof. Dr. Hamdy Elwany, Alexandria University
- Prof. Dr. M.Essam El-Rafey, Alexandria University
- Prof. Dr. Mohammed Ragab, Alexandria University
- Prof. Dr. Medhat Sorour , Alexandria University
- Dr. Amr El-Tawil, Alexandria University
- Eng. Amir Wassef, Chairman, Unitel, Co. /Friend of Japan Association
- Eng. Emad El-Sewedy, Managing Director & CEO, Sewedy Electrometer Egypt
- Mr. Ashraf I. El Gazayerli, Managing Director, MBD
- Dr. Sherin Helmy, Pharco Group

2. 日本側

(1) 在エジプト日本大使館

- 石川 薫 大使
- 上村 司 公使
- 伊藤 参事官
- 石原 洋 一等書記官

(2) JICA エジプト事務所

- 小澤 勝彦 所長
- 小森 正勝 次長
- 林 伸江 事務所所員

**RECORD OF DISCUSSIONS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
EXECUTIVE COMMITTEE OF THE PROJECT OF THE EGYPT-JAPAN
UNIVERSITY OF SCIENCE AND TECHNOLOGY
ON
JAPANESE TECHNICAL COOPERATION
CONCERNING
THE PROJECT FOR ESTABLISHMENT OF
EGYPT-JAPAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (E-JUST)**

Japan International Cooperation Agency (hereinafter referred to as "JICA") and Egyptian authorities concerned had series of discussions for the purpose of working out the details of the technical cooperation program concerning the "Project for Establishment of Egypt-Japan University of Science and Technology (E-JUST)" in Egypt.

Both sides exchanged views and had a series of discussions with respect to desirable measures to be taken by JICA and Egyptian Government for the successful implementation of the above mentioned Project.

As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Government of the Arab Republic of Egypt, signed in Cairo on June 15, 1983 (hereinafter referred to as "the Agreement"), JICA and Egyptian authorities concerned agreed on the matters referred to in the document attached hereto.

Tokyo, October 9, 2008



Mr. Nishiwaki Hidetaka
Director General
Human Development Department
Japan International Cooperation Agency
Japan

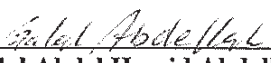


Dr. Ahmed Bahaa Eldine Khairy
Chairman of Executive Committee and
Project Manager of E-JUST
Arab Republic of Egypt

Witnessed by



Amb. Nihad Zekri
Assistant Minister of Foreign Affairs
Cultural Relations
Ministry of Foreign Affairs
Arab Republic of Egypt



Dr. Galal Abdel Hamid Abdellah
Minister's Advisor for Strategic Planning
and Secretary General of Steering
Committee for E-JUST
Ministry of Higher Education
Arab Republic of Egypt

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND GOVERNMENT OF EGYPT

1. The Government of the Arab Republic of Egypt will implement the "Project for Establishment of Egypt-Japan University of Science and Technology" (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan and the provisions of Article III of the Agreement, JICA, as the executing agency for technical cooperation by the Government of Japan, will take, at its own expense, the following measures according to the normal procedures of its technical cooperation scheme.

1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of the Japanese experts as listed in Annex II. The provision of Article IV, V and VI of the Agreement will be applied to the above-mentioned experts.

2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III. The provision of Article VII of the Agreement will be applied to the Equipment.

3. TRAINING OF EGYPTIAN PERSONNEL IN JAPAN

JICA will receive the Egyptian personnel connected with the Project for technical training in Japan.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF EGYPT

1. The Government of the Arab Republic of Egypt will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in

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the Project by all related authorities, beneficiary groups and institutions.

2. The Government of the Arab Republic of Egypt will ensure that the technologies and knowledge acquired by the Egyptian nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of Egypt.
3. In accordance with the provisions of Article IV, V and VI of the Agreement, the Government of the Arab Republic of Egypt will grant in Egypt privileges, exemptions and benefits to the Japanese experts referred to in II-1 above and their families.
4. In accordance with the provisions of Article VII of the Agreement, the Government of the Arab Republic of Egypt will take the measures necessary to receive and use the Equipment provided by JICA under II-2 above and equipment, machinery and materials carried in by the Japanese experts referred to in II-1 above.
5. The Government of Egypt will take necessary measures to ensure that the knowledge and experience acquired by the Egyptian personnel from technical training in Japan will be utilized effectively in the implementation of the Project.
6. In accordance with the provision of Article IV-(b) of the Agreement, the Government of the Arab Republic of Egypt will provide the services of Egyptian counterpart personnel and administrative personnel as listed in Annex IV.
7. In accordance with the provision of Article IV-(a) of the Agreement, the Government of the Arab Republic of Egypt will provide the buildings and facilities as listed in Annex V.
8. In accordance with the laws and regulations in force in Egypt, the Government of the Arab Republic of Egypt will take necessary measures to supply or replace at its own expense machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above.
9. In accordance with the laws and regulations in force in Egypt, the Government of the Arab Republic of Egypt will take necessary measures to meet the running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. The Chairman of Executive Committee and the Project Manager of the E-JUST will bear overall responsibility for the administration and implementation of the Project, as well as the managerial and technical matters of the Project.

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2. The Japanese Chief Advisor/ Advisor to President will provide necessary recommendations and advice to the Chairman of Executive Committee and the Project Manager of the E-JUST on any matters pertaining to the implementation of the Project.
3. The Japanese experts will give necessary technical guidance and advice to Egyptian counterpart personnel on technical matters pertaining to the implementation of the Project.
4. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex VI.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Egyptian authorities concerned, before the end of the 1st Stage, and at the middle and during the last six months of the 2nd Stage of the Project in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

In accordance with the provision of Article VI the Agreement, the Government of the Arab Republic of Egypt undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in Egypt except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the Government of the Arab Republic of Egypt on any major issues arising from, or in connection with this Attached Document.

VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of Egypt, the



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Government of the Arab Republic of Egypt will take appropriate measures to make the Project widely known to the people of Egypt.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be 5 years from 13 October 2008, which is divided into 1st Stage (1year) and 2nd Stage (4 years). Upon successful implementation of the 1st Stage, the duration of which is 1 year from October 2008 of the Project, the 2nd Stage of the Project will be continued for another 4 years.

With the successful implementation of the current phase of the Project, both parties agreed that the cooperation agreement between JICA and E-JUST would be further renewed in order to provide the necessary support for the future activities of E-JUST. The formal decision by the Japanese government to implement the next phase of the Project will be made in consideration to the Joint Final Evaluation of the current phase of the Project.

ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX III	LIST OF MACHINERY AND EQUIPMENT
ANNEX IV	LIST OF COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX V	LIST OF BUILDINGS AND FACILITIES
ANNEX VI	JOINT COORDINATING COMMITTEE
ANNEX VII	PROJECT DESIGN MATRIX (PDM)
ANNEX VIII	PLAN OF OPERATION (PO)

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MASTER PLAN

■ Basic Strategy: Staging of Project

Divide 5 year's cooperation period of the Technical Cooperation Project into the Preparatory Stage (or 1st Stage, 1 year) and Full Fledged Stage (or 2nd Stage, 4 Years).

■ Preparatory Stage (1st Stage, 1 Year: 2008.10.13~2009.10.12)

1. Project Purpose

The precondition for accepting the 1st batch of postgraduate¹ students at E-JUST (strategic plan, organization, academic programs, and staff and facilities and equipment, etc) is fulfilled.

2. Outputs

- (1) The governing structure and basic plans of E-JUST are formulated.
- (2) Overall framework of academic programs and postgraduate courses (curricula, syllabi, educational materials) and equipment are prepared.
- (3) Grand design of campus, architectural design of each facility and its execution design and construction schedule are formulated.
- (4) Sufficient number of competent academic staff, who have acquired teaching contents, pedagogical methods and equipment O&M techniques minimally required for instructing postgraduate courses, is secured.
- (5) Establishment of E-JUST and its features become well known among its stakeholders (industry, academics, government, prospective academic staff and students, etc).
- (6) Sufficient number of highly talented students, from Egypt and foreign countries, are admitted to the 1st batch of postgraduate courses.
- (7) A detailed cooperation plan for 2nd Stage is determined.

3. Activities

- (1-1) To formulate a governing structure of E-JUST
- (1-2) To formulate a selection criteria and recruit capable and competent person to the senior university management and administration
- (1-3) To provide the senior university management with an opportunity to observe and discuss with top level & progressive Japanese universities
- (1-4) To define long term strategy (15 yrs) and mid term (5yrs) plan (including financial plan, industry-academic partnership) of E-JUST.
- (1-5) To formulate a selection criteria and recruit appropriate administrative staff
- (1-6) To conduct training for administrative staff on university administration and educational affairs
- (2-1) To review academic programs and curricula of existing universities in Egypt and neighboring countries
- (2-2) To define an overall strategy of academic programs and basic policy for each program
- (2-3) To develop a framework of curricula for undergraduate, master's and Ph. D courses of each program

¹ Postgraduate programs: master's and Ph.D courses; number: 3 programs

- (2-4) To select 3 programs out of the 7 programs with which the 1st batch of postgraduate courses will be started
- (2-5) To prepare detailed curricula, syllabi and educational materials for the 1st batch of postgraduate courses of each program
- (2-6) To formulate a list of necessary equipment and machineries for undergraduate, master's and Ph. D courses of each program
- (2-7) To procure essential equipment necessary for starting the 1st batch of postgraduate courses
- (2-8) To prepare for establishment of distance learning system with Japanese universities
- (3-1) To formulate basic concept of overall campus plan, in consideration to not only academic aspect, but also linkage with industry and local governments
- (3-2) To formulate development plan of each education & research space by reflecting the needs of academic staff and disposition of necessary equipment
- (3-3) To draw an execution design (detail design) of each facility with its layout, flow diagram and basic infrastructures
- (4-1) To formulate a selection criteria and employ competent academic staff
- (4-2) To implement faculty development (teaching contents, pedagogical methods and equipment O&M techniques) minimally required for instructing postgraduate courses
- (5-1) To prepare brochures and promotion materials of E-JUST
- (5-2) To conduct promotion campaign utilizing mass media (domestic & international), web, mailing list, etc
- (5-3) To hold international symposiums and workshops commemorating the establishment of E-JUST
- (6-1) To formulate a student admission policy and a list of entrance requirements for postgraduate courses
- (6-2) To conduct explanation meetings at major universities
- (6-3) To receive application form and conduct selection (for postgraduate course 1st batch start t fall 2009) based on implementation guideline for student selection
- (7-1) To review, discuss and revise the Tentative PDM, PO, and Inputs of the 2nd Stage prepared at the 1st Stage, in consideration to the progress of preparation and newly found circumstances.
- (7-2) To sign Minutes of Meeting which compiles the discussion on PDM, PO and inputs of the 2nd Stage

■ Full Fledged Stage (2nd Stage, 4 Years: 2009.10.13~2013.10.12)

Pre-Condition

Precondition for starting the Full Fledged Stage (2nd Stage) is the fulfillment of the Project Purpose of the Preparatory Stage (1st Stage). Failure to do so might result in postponement of the Full Fledged Stage.

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

- (1) Research capacity of E-JUST's academic staff is strengthened to reach the

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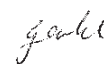
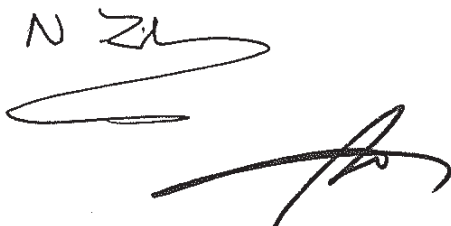
international level.

- (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) .
- (3) Capable technical staff, who support research activities, are recruited and play the expected function.
- (4) Collaboration between E-JUST and industries in Egypt and Japan is enhanced.
- (5) Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced.
- (6) Active Information dissemination of E-JUST to Egypt and to all over the world is undertaken.

4. Activities

- (1-1) To master appropriate methods to select research topics, manage researches, and operate & maintain research equipment
- (1-2) To conduct joint researches with universities and industries in Egypt and Japan
- (1-3) To obtain Ph. D degree in Japan and to participate in short term training in Japan
- (2-1) To customize and optimize Japanese style ORT to suit Egypt
- (2-2) To formulate appropriate academic staff organization and curriculum in order to conduct research based, ORT
- (2-3) To conduct education program with lab based ORT
- (3-1) To formulate a selection criteria and employ competent technical staff
- (3-2) To conduct training for technical staff on research support method and equipment O&M techniques
- (4-1) To design and establish a division specialized in university-industry collaboration (inc. acquisition & maintenance of IPR) and to train its professional staff
- (4-2) To conduct surveys to grasp demands of industries for human resources in science and technology field and R&D by industries in Egypt
- (4-3) To set up endowed courses which reflect needs of industries, and to receive lecturers from industries in Egypt and Japan
- (4-4) To facilitate joint researches and contract researches with/from industries in Egypt and Japan
- (4-5) To facilitate implementation of training courses (degree & non-degree short courses) for company employees in Egypt
- (4-6) To make suggestions to relevant government organizations to formulate a support mechanism for E-JUST in establishing effective linkage with industry
- (5-1) To conduct observation to Japanese universities which promote progressive university management, and have dialogue with its senior management
- (5-2) To conduct skill up training for administrative staff of E-JUST
- (6-1) To actively organize international symposium and seminars on various topics of science and technology
- (6-2) To promote result of E-JUST activities (research result, new style education system)
- (6-3) To facilitate networking with world leading universities and research institutions in science and technology fields

(end)



LIST OF JAPANESE EXPERTS


<Long Term Experts>

- (1) Chief Advisor / Advisor to President
- (2) Project Advisor
- (3) Electronics, Communications and Computer Engineering
- (4) Innovative Design Engineering
- (5) Energy and Environmental Engineering
- (6) Project Coordinator

<Short Term Expert>

The field and number of short term experts will be decided after the start of the Project by mutual consultation and agreement.



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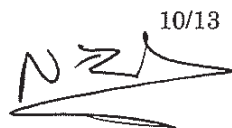
LIST OF MACHINERY AND EQUIPMENT

1. Equipment for common and general use of the project
2. Equipment for research activities
3. Equipment and systems for educational activities

Note:

- (1) The above mentioned equipment should be strongly related with the Project activities by the JICA experts.
- (2) The detailed specification and quantity of the above mentioned equipment and systems to be provided each year will be discussed in principle every year between JICA experts and Egyptian counterpart personnel, based on the annual plan of the Project, within the allocated budget of the Japanese Fiscal Year (JFY: start in April and end in March).



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LIST OF COUNTERPART AND ADMINISTRATIVE PERSONNEL


1. Project Implementation Board
 - (1) The Chairman of Executive Committee and the Project Manager of the E-JUST
 - (2) Chairpersons of three Departments
 - (3) Chief Administrator of University Administrative Bureau

2. Joint Research Counterpart
Joint research team directed by Professors/ Associate Professors/ Head of laboratories.

3. Administrative Personnel
 - (1) Full time administrative personnel at the Project Office
 - (2) Secretary(ies) at the Project Office
 - (3) All staff of University Administrative Bureau

4. Other Necessary Personnel



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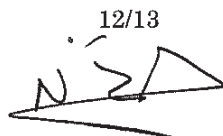
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LIST OF BUILDINGS AND FACILITIES

1. Land, building and facilities necessary for the Project
2. Office and basic logistical facilities for JICA experts
3. Other facilities mutually agreed upon as necessary



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JOINT COORDINATING COMMITTEE

The Joint Coordinating Committee, which consists of both Egyptian side and Japanese side, will be established for the smooth and effective implementation of the Project.

1. Functions

The Joint Coordinating Committee will meet when necessary and at least once a year in order to fulfill the following functions:

- (1) To formulate the annual work plan of the Project and to coordinate and monitor the overall progress of the Project based on the Plan of Operation (PO) within the framework of the Record of Discussions (hereinafter referred to as "R/D")
- (2) To review the results of the annual work plan and the progress of the Project
- (3) To review and exchange views on major issues that may arise during the implementation of the Project

2. Membership

The members of the Committee shall comprise:

Chairperson: The Chairman of Executive Committee and the Project Manager of the E-JUST

Members:

- (1) Egyptian Side
- President of E-JUST
 - Vice Presidents of E-JUST (Academic, Research, Org.& Financial)
 - Chairperson of Electronics, Communications and Computer Eng. Dept.
 - Chairperson of Innovative Design Eng. Dept.
 - Chairperson of Energy and Environmental Eng. Dept.
 - Head, Center for Strategic Partnership
 - Representative from Business Community of Borg El Arab
- (2) Japanese Side
- Chief Advisor / Advisor to President
 - JICA Experts to E-JUST
 - Chief Representative of JICA Egypt Office

Note: Official(s) of Embassy of Japan, as well as representative(s) from Japanese Supporting University Consortium may attend the Joint Coordinating Committee as observer(s).

3. Relationship with other relevant committees

Among committees related with E-JUST as a whole, the Executive Committee has similar mandate by formulating plan and reviewing its achievement of E-JUST. In contrast JCC only deals with matters pertaining to the Project. However so, since discussion topics often overlaps or mutually correlated, it is deemed more effective and efficient by convening these two committees at the same time at the same location.

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PROJECT DESIGN MATRIX (1st Stage)

Project Title: Project for Establishment of E-JUST

Period of 1st Stage : October 13, 2008 - October 12, 2009 Period of the Project : October 13, 2008 - October 12, 2013

Target : Teaching staff and Administrative staff of E-JUST

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p><Overall Goal></p> <p><Project Purpose> The precondition for accepting the 1st batch of postgraduate students at E-JUST (strategic plan, organization, academic programs, and staff and facilities and equipment, etc) from September 2009 is fulfilled.</p>	<p><Key Indicators for Stage Transition></p> <ol style="list-style-type: none"> 1. A mid-long term (5-15 years) plan of E-JUST is formulated 2. Sufficient number of appropriately qualified and trained human resources (university management, academic and administrative staff) is secured and its governing structure is organized 3. Budget necessary for the 2nd Stage of the Project is committed / allocated. 4. Academic contents, equipment and facilities necessary for postgraduate course are prepared. 5. Establishment of E-JUST is approved by SCU 	<ol style="list-style-type: none"> 1. Mid-Long term plan 2. Number, CVs and training result of staff; organizational chart 3. Budgetary note 4. Curricula, syllabus, equipment list, facilities observation 5. Approval document 	<p>Egyptian & Japanese government continue to commit themselves to establish E-JUST.</p>
<p><Output></p> <ol style="list-style-type: none"> 1. The governing structure and basic plans of E-JUST are formulated. 2. Overall framework of academic programs and contents of postgraduate courses for its 1st batch students (curricula, syllabi, educational materials) and equipment are prepared. 	<ol style="list-style-type: none"> 1-1 Organizational structure, staff assignment plan and by-laws are prepared. 1-2 Vision and management capacity of senior university management and administration bureau, who are selected and employed in accordance with the selection criteria, is improved. 1-3 The mid-long (5-15 years) term plan, and its viable financial plan of E-JUST are developed. 1-4 A plan of collaboration with industries and local communities, which responds to the needs of those stakeholders, is developed 2-1 Basic strategy of overall academic programs is determined. 2-2 Basic description of each academic program is given and 3 programs with which the 1st batch of postgraduate courses are decided. 2-3 Curricula and syllabi are prepared for the postgraduate 	<ol style="list-style-type: none"> 1-1 Organizational structure, staff assignment plan, by-laws 1-2 CVs, Minutes of Meetings of Board meetings, etc. Interview 1-3 Mid-long term plan, financial plan 1-4 Plan of collaboration with industries, interview with stakeholders 2-1 Basic Strategy Paper 2-2 Basic description of each program, 3 selected programs 2-3 Curricula, Syllabi 	<p>Qualified E-JUST staff will remain working for E-JUST.</p>

<p>2-4 course of the 3 selected program. A comprehensive list of equipment which is necessary for each program of all degrees, is developed.</p> <p>2-5 Equipment and educational materials for the 1st year of postgraduate courses are prepared/procured.</p> <p>3-1 Basic concept and long term plan of campus is formulated.</p> <p>3-2 Architectural design of each facility, which responds to the needs of users and properly accommodates all equipment, is formulated.</p> <p>3-3 Execution design of all facilities and viable construction schedule are formulated.</p> <p>4-1 Sufficient number of academic staff, who fulfills the selection criteria, is employed.</p> <p>4-2 Proficiency of all academic staff on teaching contents, pedagogical methods and equipment O&M techniques is sufficiently improved to instruct postgraduate courses</p> <p>5-1 Brochures of E-JUST are distributed to related organizations (ministries, industries, major universities)</p> <p>5-2 The number of access to a newly opened web site of E-JUST reaches 3,000 times.</p> <p>5-3 The number of registered person to a mailing list of E-JUST become 100 person.</p> <p>5-4 The number of reports/ coverage on E-JUST at national newspapers, TV programs, related magazines and professional journals reaches more than 30 times.</p> <p>5-5 Symposiums and workshops commemorating the establishment of E-JUST are held more than 5 times.</p> <p>6-1 The number of applicants reaches more than 5 time of the annual enrollment number.</p> <p>6-2 All admitted students surpass the established admission criteria.</p> <p>7-1 Revised PDM, Plan of Operation (PO) and Plan of Inputs for the 2nd Stage are formulated.</p> <p>7-2 Minutes of Meetings (M/M) for the 2nd Stage is agreed upon and signed by both sides.</p> <p><Input></p>	<p>2-4 List of equipment</p> <p>2-5 List of procured equipment & educational materials</p> <p>3-1 Basic Concept, Long Term Plan</p> <p>3-2 Architectural design</p> <p>3-3 Execution design, Construction schedule</p> <p>4-1 List of academic staff & CVs</p> <p>4-2 Training result, interview with senior management & Jpn professors</p> <p>5-1 List of organizations to which brochures are distributed</p> <p>5-2 Access number of Web site</p> <p>5-3 Number of registered person</p> <p>5-4 Number of reports & articles</p> <p>5-5 Number of meetings</p> <p>6-1 List of applicants & admitted students</p> <p>6-2 Test scores and other admission materials</p> <p>7-1 Revised PDM, PO, Inputs Plan</p> <p>7-2 Signed M/M</p>	
<p><Activities> 1-1 To formulate a governing structure of E-JUST</p>		

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<p>1-2 To formulate a selection criteria and recruit capable and competent person to the senior university management and administration</p> <p>1-3 To provide the senior university management with an opportunity to observe and discuss with top level & progressive Japanese universities</p> <p>1-4 To define long term strategy (15 yrs) and mid term (5yrs) (including financial plan, industry-academic partnership) of E-JUST</p> <p>1-5 To formulate a selection criteria and recruit appropriate administrative staff</p> <p>1-6 To conduct training for administrative staff on university administration and educational affairs</p> <p>2-1 To review academic programs and curricula of existing universities in Egypt and neighboring countries.</p> <p>2-2 To define an overall strategy of academic programs and basic policy for each program.</p> <p>2-3 To develop a framework of curricula for undergraduate, master's and Ph. D courses of each program</p> <p>2-4 To select 3 programs out of the 7 programs with which the 1st batch of postgraduate courses will be started</p> <p>2-5 To prepare detailed curricula, syllabi and educational materials for the 1st batch of postgraduate courses of the 3 selected program</p> <p>2-6 To formulate a list of necessary equipment and machineries for undergraduate, master's and Ph. D courses of each program</p> <p>2-7 To procure essential equipment necessary for starting the postgraduate courses</p> <p>2-8 To prepare for establishment of distance learning system with Japanese universities</p> <p>3-1 To formulate basic concept of overall campus plan, in consideration to not only academic aspect, but also linkage with industry and local governments</p> <p>3-2 To formulate development plan of each education & research space by reflecting the needs of academic staff and disposition of necessary equipment</p> <p>3-3 To draw an execution design (detail design) of each facility with its layout, flow diagram and basic infrastructures</p>	<p>(1) Japanese Side</p> <ol style="list-style-type: none"> 1. Long Term Experts (Chief Advisor/Advisor to President, Project Advisor, Specialists in 3 fields, Project Coordinator) 2. Short Term Experts 3. Short Term Training Courses in Japan 4. Provision of Equipment: Supplementary to GA Project 5. Others <p>(2) Egyptian Side</p> <ol style="list-style-type: none"> 1. Assignment of Counterpart personnel (inc. MuCSAT research staff) 2. Construction of campus, facilities and ancillary infrastructure works (electricity, water, roads, etc.) 3. Activity costs of the Project Office (fixtures, stationeries, utilities) 4. O&M cost of facilities and equipment 5. Others 	<p><Pre-condition> Egyptian government appoint the founding president as well as founding professors for each program</p> <p>Organization, facilities, equipment and staff of MuCSAT remains closely affiliated with E-JUST</p>
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<p>4-1 To formulate a selection criteria and employ competent academic staff</p> <p>4-2 To implement faculty development (teaching contents, pedagogical methods and equipment O&M techniques) minimally required for instructing postgraduate courses</p> <p>5-1 To prepare brochures and promotion materials of E-JUST</p> <p>5-2 To conduct promotion campaign utilizing mass media (domestic & international), web, mailing list, etc</p> <p>5-3 To hold international symposiums and workshops commemorating the establishment of E-JUST</p> <p>6-1 To formulate a student admission policy and a list of entrance requirements for postgraduate courses</p> <p>6-2 To conduct explanation meetings at major universities</p> <p>6-3 To receive application form and conduct selection (for postgraduate course 1st batch start t fall 2009) based on implementation guideline for student selection</p> <p>7-1 To review, discuss and revise the Tentative PDM, PO, and inputs of the 2nd Stage prepared at the 1st Stage, in consideration to the progress of preparation and newly found circumstances.</p> <p>7-2 To sign Minutes of Meeting which compiles the discussion on PDM, PO and inputs of the 2nd Stage</p>	
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PROJECT DESIGN MATRIX (2nd Stage)

Project Title: Project for Establishment of E-JUST

Period of 2nd Stage : October 13, 2009 - October 12, 2013 Period of the Project : October 13, 2008 - October 12, 2013

Target : Academic staff and Administrative staff of E-JUST

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p><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.</p>	<p>1. E-JUST is ranked within the top 500 in a world university ranking within 10 years. 2. Employment rate of E-JUST alumni after 1 year of their graduation maintains over 90%.</p>	<p>1. world university rankings 2. employment record of E-JUST alumni</p>	
<p><Project Purpose> Foundation by a world class leading university is established by steadily practicing the basic concept of E-JUST.</p>	<p>1. The number of research papers accepted in accredited international journals/per academic staff ranks within top 5 among Egyptian universities 2. E-JUST obtains accreditation from NAQAAE.</p>	<p>1. Statistics of MOHE/MOSR 2. Accreditation Certificate of NAQAAE</p>	<p>Egyptian and Japanese government continue to commit themselves to establish E-JUST.</p>
<p><Output> 1. Research capacity of E-JUST's academic staff is strengthened to reach the international level. 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). 3. Capable technical staff, who support research activities.</p>	<p>1-1 At least 1 joint researches is conducted at each program with Japanese universities (with possible participation of universities and industries in Egypt) every year 1-2 At least 2-3 research papers are presented at international level conferences or accepted journals per each program every year 2-1 Introduction plan for ORT is prepared and authorized by E-JUST senior management. 2-2 Organization and curriculum is developed in a way where ORT can be smoothly conducted. 2-3 All graduate students are involved in activities of each laboratory/research projects and write their thesis based on laboratory work. 2-4 80% of Employers (industries, industries and universities) evaluate that E-JUST graduates generally possesses practical and higher ability of conducting research. 3-1 Sufficient number of technical staff, who fulfills the</p>	<p>1-1 No. of join research 1-2 No. of papers presented at int'l conferences and papers published in int'l journals 1-3 No of patents registered 2-1 Introduction plan of ORT 2-2 Organizational chart, interview to academic staff & students 2-3 List of students assignment to laboratories, Research topics of Lab and thesis topics of students, interviews to academic staff and students 2-4 Questionnaire and interview to employers of E-JUST graduates 3-1 List of technical staff & CVs</p>	<p>Trained E-JUST staff will remain working for E-JUST.</p>

<p>are recruited and play the expected function</p> <p>4. Collaboration between E-JUST and industries in Egypt and Japan is enhanced.</p>	<p>selection criteria, is employed.</p> <p>3-2 Proficiency of all technical staff on research support and equipment O&M techniques is sufficiently improved</p> <p>4-1 University-Industry Linkage Division is organized and staffed with proper number of academic staff as well as professional, administrative and liaison staff.</p> <p>4-2 Database on technology seeds is constructed and uploaded to Website of E-JUST biannually</p> <p>4-3 More than 50% of major companies around Alexandria area know the research areas of E-JUST which relates with their sector.</p> <p>4-4 At least one course per program per semester is delivered by lecturers from industries</p> <p>4-5 At least one professional training course for company employees per year per faculty is implemented.</p> <p>4-6 At least 1 joint/contract research per program per year is conducted with industries (domestic/ foreign) in Egypt.</p>	<p>3-2 Training result, interview with senior management & Jpn professors</p> <p>4-1 Organizational Chart, List of Staff and its CVs</p> <p>4-2 Data base & web site records</p> <p>4-3 Questionnaire & interview</p> <p>4-4 No. of lecturers from industry</p> <p>4-5 No. of training courses for company employees</p> <p>4-6 No. of joint/contract researches</p>
<p>5. Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are enhanced.</p>	<p>5-1 More than 75% of targets set in the Mid Term Plan are evaluated as "mostly achieved" by external evaluators.</p> <p>5-2 E-JUST is officially accredited by NAQAAE</p> <p>5-3 More than 75% of the academic staff and students are satisfied with performance of university management and administration.</p>	<p>3-3 External Evaluation Report</p> <p>3-4 Accreditation Certificate</p> <p>3-5 Questionnaire & Interviews to academic staff & students</p>
<p>6. Active information dissemination of E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.</p>	<p>6-1 E-JUST hosts at least one International symposium, conferences etc. each year.</p> <p>6-2 Publicity campaigns and student recruit tours are conducted at least at 5 countries of Middle East and Africa region.</p> <p>6-3 At least 5 Memorandum of Understanding (MOU) on academic and research cooperation are signed with foreign universities and research institutions.</p>	<p>6-1 No. of Intl Symposium etc.</p> <p>6-2 No. of publicity & student recruit tours</p> <p>6-3 No. of MOUs</p>
<p><Activities></p> <p>1-1 To master appropriate methods to select research topics, manage researches, and operate & maintain research equipment</p> <p>1-2 To conduct joint researches with Japanese universities, and universities and industries in Egypt</p> <p>1-3 To obtain Ph. D degree in Japan and to participate in short term training in Japan</p>	<p><Input></p> <p>(1) Japanese Side</p> <p>1. Long Term Experts (Chief Advisor/Advisor to President; Project Advisor; Specialists in 3 fields, Project Coordinator)</p> <p>2. Short Term Experts</p> <p>3. Short Term Training Courses in Japan</p> <p>4. Provision of Equipment: Supplementary to GA Project</p> <p>5. Joint Research Expenses</p>	<p><Pre-condition></p> <p>Organization, facilities, equipment and staff of MuCSAT remains closely affiliated with E-JUST</p>

<p>2-1 To customize and optimize Japanese style ORT to suit Egypt</p> <p>2-2 To formulate appropriate academic staff organization and curriculum in order to conduct ORT</p> <p>2-3 To conduct education program with ORT</p> <p>3-1 To formulate a selection criteria and employ competent technical staff</p> <p>3-2 To conduct training for technical staff on research support method and equipment O&M techniques</p> <p>4-1 To design and establish a division specialized in university-industry collaboration (inc. acquisition & maintenance of IPR) and to train its professional staff</p> <p>4-2 To conduct surveys to grasp demands of industries for human resources in science and technology field and R&D by industries in Egypt</p> <p>4-3 To set up endowed courses which reflect needs of industries, and to receive lecturers from industries in Egypt and Japan</p> <p>4-4 To facilitate joint researches and contract researches with/from industries in Egypt</p> <p>4-5 To facilitate implementation of training courses (degree & non-degree short courses) for company employees in Egypt</p> <p>4-6 To make suggestions to relevant government organizations to formulate a support mechanism for E-JUST in establishing effective linkage with industry</p> <p>5-1 To conduct observation to Japanese universities which promote progressive university management, and have dialogue with its senior management</p> <p>5-2 To conduct skill up training for administrative staff of E-JUST</p> <p>6-1 To actively organize international symposium and seminars on various topics of science and technology</p> <p>6-2 To promote result of E-JUST activities (research result, new style education system)</p> <p>6-3 To facilitate networking with world leading universities and research institutions in science and technology fields</p>	<p>6. Others</p> <p>(2) Egyptian Side Assignment of Counterpart personnel (inc, MuCSAT research staff)</p> <ol style="list-style-type: none"> 1. Construction of campus, facilities and ancillary infrastructure works (electricity, water, roads, etc.) 2. Activity costs of the Project Office (fixtures, stationeries, utilities) 3. O&M cost of facilities and equipment 4. Others
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Special

Plan of Operation (PO) for 1st Stage

Outputs	Activities	2008					2009										
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
Output (1) The governing structure and basic plans of E-JUST are formulated.	1 To formulate a governing structure of E-JUST	[Continuous Implementation]															
	2 To formulate a selection criteria and recruit capable and competent person to the senior university management and administration	[Continuous Implementation]															
	3 To provide the senior university management with an opportunity to observe and discuss with top level & progressive Japanese universities			[STS]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
	4 To define the long term strategy (15 yrs) and mid term (5yrs) (including financial plan, industry-academic partnership) of E-JUST.						[1) Vision & Mission, 2) Mid Term Plan]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
	5 To formulate a selection criteria and recruit appropriate administrative staff	[selection criteria]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
	6 To conduct training for administrative staff on university administration						[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
Output (2) Overall framework of academic programs and master's courses (curricula, syllabi, educational materials) and equipment are prepared.	1 To review academic programs and curricula of existing universities in Egypt and neighboring countries.	[Continuous Implementation]															
	2 To define an overall strategy of academic programs and basic policy for each program.	[Continuous Implementation]															
	3 To develop a framework of curricula for undergraduate, master's and Ph. D courses of each program	[Continuous Implementation]															
	4 To prepare detailed curricula, syllabi and educational materials for the 1st batch of postgraduate courses of each program						[For postgraduate]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
	5 To formulate a list of necessary equipment and machineries for undergraduate, master's and Ph. D courses of each program	[For 1st batch of postgraduate]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
	6 To procure essential equipment necessary for starting postgraduate courses						[For Grand Aid Project (comprehensive list)]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
	7 To prepare for establishment of distance learning system						[About 1 year necessary to procure & ship from Japan]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
Output (3) Campus plan, architectural design of each facility and its execution design and construction schedule are formulated.	1 To formulate basic concept of overall campus plan, in consideration to not only academic aspect, but also linkage with industry and local governments	[Continuous Implementation]															
	2 To formulate preparation plan of each education & research space by reflecting the needs of academic staff and disposition of necessary equipment						[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
	3 To draw execution (detail) design of each facility	[Selection criteria]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
Output (4) Sufficient number of competent academic staff is secured.	1 To formulate a selection criteria and employ competent academic staff	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	
	2 To conduct faculty development for academic staff on teaching contents, pedagogical methods and equipment O&M techniques minimally required for instructing postgraduate	[Recruitment]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
Output (5) Establishment of E-JUST and its features become well known among its stakeholders	1 To prepare brochures and promotion materials of E-JUST	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	
	2 To conduct promotion campaign utilizing mass media (domestic & international), web, mailing list, etc						[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	
	3 To hold international symposiums and workshops commemorating the establishment of E-JUST						[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
Output (6) Sufficient number of highly talented students are admitted to the 1st batch of master's courses	1 To formulate a student admission policy and a list of entrance requirements for postgraduate courses	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	
	2 To conduct explanation meetings targeted at undergraduate students at major universities						[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	
	3 To receive application form and conduct selection (for postgraduate course 1st batch start 1 fall 2009) based on implementation guideline for student selection						[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]	[Implementation by necessity]
Output (7) A detailed cooperation plan for 2nd Stage is determined.	1 To review, discuss and revise the Tentative PDM, PO, and Inputs of the 2nd Stage prepared at the 1st Stage, in consideration to the progress of preparation and newly found														[Implementation by necessity]	[Implementation by necessity]	
	2 To sign Minutes of Meeting which compiles the discussion on PDM, PO and inputs of the 2nd Stage														[Implementation by necessity]	[Implementation by necessity]	

Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct
 [Continuous Implementation] [Implementation by necessity]

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Plan of Operation (PO) for 2nd Stage

Output	Activities	2009		2010				2011				2012				2013			
		III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	
Output (1) Research capacity of E-JUST's academic staff is strengthened to reach the international level.	1 To master appropriate methods to select research topics, manage researches, and operate & maintain research equipment	through JR, Short term training, Expert Dispatch, Video																	
	2 To conduct joint researches (JR) with Japanese universities, and universities and industries in Egypt	JR 1st		JR 2nd				JR 3rd				JR 4th							
	3 (1) To participate in short term training in Japan																		
	3 (2) To obtain Ph. D degree in Japan	1st		2nd				3rd											
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).	1 To customize and optimize Japanese style ORT to suit Egypt	[Timeline bar]																	
	2 To formulate appropriate academic staff organization and curriculum in order to conduct ORT	[Timeline bar]																	
	3 To conduct education program with ORT	trial introduction [Timeline bar] full fledged [Timeline bar]																	
Output (3) Capable technical staff, who support research activities, are recruited and play the expected function	1 To formulate a selection criteria and employ competent technical staff	[Timeline bar]																	
	2 To conduct training for technical staff on research support method and equipment O&M techniques	[Timeline bar]																	
Output (4) Collaboration between E-JUST and industries in Egypt and Japan is enhanced.	1 To design and establish a division specialized in university-industry collaboration (inc. acquisition & maintenance of IPR) and to train its professional staff	[Timeline bar]																	
	2 To conduct surveys to grasp demands of industries for human resources in science and technology field and R&D by industries in Egypt	[Timeline bar]																	
	3 To set up endowed courses which reflect needs of industries, and to receive lecturers from industries in Egypt and Japan	Setting-up [Timeline bar] implementation [Timeline bar]																	
	4 To facilitate joint researches and contract researches with/from industries in Egypt	[Timeline bar]																	
	5 To facilitate implementation of training courses (degree & non-degree short courses) for company employees in Egypt	Setting-up [Timeline bar] implementation [Timeline bar]																	
	6 To make suggestions to relevant government organizations to formulate a support mechanism for E-JUST in establishing effective linkage with industry	[Timeline bar]																	
Output (5) Capacity of the senior management and the administrative staff of E-JUST to successfully manage the university are	1 To conduct observation to Japanese universities which promote progressive university management, and have dialogue with its senior management	[Timeline bar]																	
	2 To conduct skill up training for administrative staff of E-JUST	[Timeline bar]																	
Output (6) Active Information dissemination of E-JUST (organization, research and education) to Egypt and to all over the world is undertaken.	1 To actively organize international symposium and seminars on various topics of science and technology	[Timeline bar]																	
	2 To promote result of E-JUST activities (research result, new style education system)	[Timeline bar]																	
	3 To facilitate networking with world leading universities and research institutions in science and technology fields	[Timeline bar]																	

Continuous Implementation ■ ■ ■ ■ ■ Implementation by necessity

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