

The World Bank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street N.W.

Washington, D.C. 20433

U.S.A.

الجمهورية اللبنانية

مكتب وزير الدولة لشؤون التنمية الإدارية
مركز مشاريع ودراسات القطاع العام

(202) 477-1234

Cable Address: INTBAFRAD

Cable Address: INDEVAS

IDF Grant
for Strengthening

Higher
Education

April 20, 1995

H.E. Michel Eddé
Minister of Higher Education and Culture
c/o H.E. Fadl El-Chalak
Council for Development & Reconstruction
Tallat Alserai, P.O. Box 116/5351
Beirut, LEBANON

وارد في

٢ أيار ١٩٩٥

وزارة الثقافة والتعليم العالي

Re: Grant for Strengthening Higher Education ٩٥/١٢.٢
IDF Grant No. TF 40700 LE


Excellency:

I am writing on behalf of the International Bank for Reconstruction and Development (IBRD) to indicate IBRD's agreement to make to the Lebanese Republic (the Recipient) a grant in an amount not exceeding US\$191,000 (the Grant).

The Grant is made in response to the Recipient's request for financial assistance and for the purposes and on the terms and conditions set forth in the Annex to this letter. The Recipient represents, by confirming its agreement below, that it is authorized to contract and withdraw the Grant for the said purposes and on the said terms and conditions.


Please confirm your agreement with the foregoing, on behalf of the Recipient, by signing, dating, and returning to us the enclosed copy of this letter. This Agreement will become effective on the date the Bank receives the duly countersigned copy of this letter.

Very Truly Yours,
INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

By 

Inder Sud
Director, Country Department II
Middle East and North Africa Region

CONFIRMED AND AGREED:
LEBANESE REPUBLIC

By 
H.E. Michel Eddé
Minister of Higher Education and Culture

Date May 3rd 1995

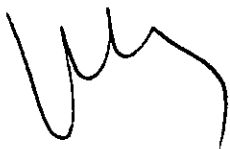
Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)

**Annex to Letter of Agreement of IDF Grant No. TF 40700 LE
Purposes, Terms, and Conditions of the Grant**

1. The activities for which the Grant is given are as follows:
 - a) Establishment of the Council for Higher Education;
 - b) Establishment of an entity for relations between public and private universities;
 - c) Development of budgetary control mechanisms for the public university systems;
 - d) Coordination of mechanisms for pre-university systems; and
 - e) Development at the Ministry for Higher Education and Culture (MHEC) of:
 1. a data base;
 2. a budgeting and accounting system;
 3. a sector monitoring and evaluation system; and
 4. a permanent secretariat for the Council for Higher Education.

2. Expenditures to be financed with the Grant are as follows:

<u>Category</u>	<u>Amount of the Grant Allocated (expressed in Dollar Equivalent)</u>	<u>% of Expenditures to be financed</u>
(1) Consultant Services (foreign experts and consultants specializing in educational planning, education, institutional development, financial and MIS analysis)	143,000	100%
(2) Training (workshops, seminars, and study tours)	48,000	100%
TOTAL	<u>191,000</u>	



3. The Recipient shall execute the grant and carry out the activities outlined above with due diligence and efficiency; promptly provide the funds, facilities, services, and other resources required for the purpose; furnish all information covering such activities and the use of the proceeds of the Grant as IBRD shall reasonably request; and from time to time exchange views with IBRD's representatives on the progress and results of such activities.

4. Consultants acceptable to IBRD shall be employed by the Recipient on terms and conditions satisfactory to IBRD for expertise to assist in carrying out the activities in Paragraph 1 of this letter. Consultants shall be selected in accordance with principles and procedures satisfactory to IBRD and on the basis of Guidelines: Use of Consultants by World Bank Borrowers and by the World Bank as Executing Agency (Washington, D.C.: World Bank, 1981). No substitution of such consultants or modification of the terms and conditions of their employment shall be made except with the prior approval of IBRD.

5. Procurement of goods is carried out in accordance with Guidelines: Procurement under IBRD Loans and IDA Credits (Washington, D.C.: World Bank, 1995) (Procurement Guidelines). Prior review of contract documents will be carried out by IBRD for: (a) all consultant contracts estimated to cost over \$US50,000 and for all sole source consultant contracts irrespective of the amounts; and (b) contracts for the supply of goods to cost the equivalent of US\$25,000 or more.

6. IBRD shall disburse funds to or on the order of the Recipient to meet the expenditures specified in paragraph 2 above. The Recipient shall submit a written application for withdrawal of such funds in the form specified by IBRD. Withdrawal applications for the Grant shall be (a) signed on behalf of the Recipient by an authorized Government official; and (b) accompanied by evidence of the expenditures made or, if IBRD shall so agree, to be made. Authenticated specimen signatures of the designated persons shall be provided with the first application.

7. The Grant shall be disbursed in U.S. dollars. However, the Recipient may request any other currency required to meet an expenditure to be financed by the Grant, and IBRD will purchase that currency with U.S. dollars.

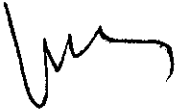
8. Withdrawals shall be made only for expenditures for services applied from countries eligible under the Procurement Guidelines. No withdrawals shall be made on account of payments for any taxes levied by, or in the territory of, the Recipient.

9. No withdrawals of the Grant shall be made after a date two years from the date of signature by the Bank of the Letter of Agreement in respect of the Grant (the Closing Date), except that the Bank may disburse against withdrawal applications for expenditures incurred prior to the Closing date and received by the Bank within four months after the Closing Date. Any amount of the Grant then remaining unwithdrawn shall be canceled.

A handwritten signature in black ink, consisting of a stylized, cursive 'M' or similar character.

10. IBRD may at any time, by notice to the Recipient, suspend further withdrawals of the Grant if any of the following events has occurred: (a) funds withdrawn shall not have been used for the purpose agreed between the Recipient and IBRD; (b) the activities referred to in paragraph 1 above shall not have been carried out in accordance with the standards or methods agreed between the Recipient and IBRD; (c) the Recipient shall not have complied with any of the obligations herein specified; or (d) the right of the Recipient, or any other entity to which IBRD has made a loan with the guarantee of the Recipient, to make withdrawals under any Loan Agreement with IBRD or any Development Credit Agreement with IDA shall have been suspended.

11. IBRD may, by notice to the Recipient, cancel any amount of the Grant remaining unwithdrawn: (a) at any time after withdrawals of the Grant shall have been suspended pursuant to the provisions of paragraph 10 above; or (b) if the recipient fails to take action, satisfactory to the Bank, regarding the implementation of the activities referred to in paragraph 1 of this Annex, by July 23, 1995.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the end.

The World Bank

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INTERNATIONAL DEVELOPMENT ASSOCIATION

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Cable Address: INDEVAS

H.E. Michel Eddé
Minister of Higher Education and Culture
Ministry of Higher Education and Culture
Sofitel Building,
Beirut, Lebanon

September 15, 1995
وارد فيسي
٢٢ ايلول ١٩٩٥
وزارة الثقافة والتعليم العالي
٤٥/٣٠٦٦

RE: LEBANON IDF Grant for Strengthening Higher Education
Proposed Amendment (TF No. 28571)

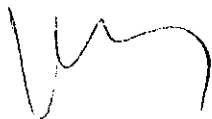
Excellency:

We refer to the IDF Grant Agreement for Strengthening Higher Education between the Lebanese Republic (the "Recipient") and the International Bank for Reconstruction and Development (IBRD), dated May 3, 1995 (the "Grant Agreement"). In order to facilitate disbursement procedures for the above-referenced Grant, we propose the establishment of a Special Account, the terms of which to be attached to the text of the signed Grant Agreement as an Amendment. We would also like to draw your attention that the Grant's number has been changed from TF 40700 LE to TF 28571 LE.

We propose that the Grant Agreement is amended as follows:

A. A new paragraph be added to the text of the "Annex to Letter of Agreement" numbered (12) and to read:

"To facilitate the carrying out of the said activities, the Recipient may open an account (the Special Account) in U.S. Dollars in a bank acceptable to IBRD according to the terms and conditions set forth in the Attachment hereto. If the depository bank of the Special Account is a commercial bank, it shall confirm in a form acceptable to IBRD that the funds in the Special Account will be segregated as a special deposit for the specific purposes for which the Advance is granted and that the funds are not subject to claims of setoff, seizure, or attachment."



B. An attachment be added to the Letter of Agreement and the Annex with the heading: "Attachment to Letter of Agreement : Special Account" to read as follows:

1. For the purposes of this Attachment,
 - a) the term "categories" means categories of items to be financed out of the proceeds of the Grant as set forth in Paragraph 2 of the Annex;
 - b) the term "eligible expenditures" means expenditures in respect of the reasonable cost of goods and services required for the activities to be financed out of the proceeds of the Grant; and
 - c) The term "Authorized Allocation" means an amount equivalent to \$191,000 to be withdrawn from the Grant and deposited in the Special Account pursuant to paragraph 3 (a) of this Attachment.
2. Payments out of the Special Account shall be made exclusively for eligible expenditures in accordance with the provisions of this Schedule.
3. After IBRD has received satisfactory evidence that the Special Account has been duly opened, withdrawals of the Authorized Allocation and subsequent withdrawals to replenish the Special Account shall be made as follows:
 - a) After IBRD has received evidence satisfactory to it that the Special Account has been duly opened, the Recipient shall furnish to IBRD a request or requests for a deposit or deposits that do not exceed the aggregate amount of the Authorized Allocation. On the basis of such request or requests IBRD shall, on behalf of the Recipient, deposit in the Special Account such amount out of the proceeds of the Grant as requested by the Recipient.
 - b) For replenishment of the Special Account, the Recipient shall furnish to IBRD requests for deposits into the Special Account at such intervals as IBRD shall specify. Prior to or at the time of each such request, the Recipient shall furnish to IBRD the documents and other evidence required pursuant to paragraph 4 of this Attachment for the payment or payments in respect of which replenishment is requested by the Recipient. On the basis of such request or requests IBRD shall, on behalf of the Recipient, deposit into the Special Account such amount out of the proceeds of the Grant as requested by the Recipient and shown by said documents and other evidence to have been made out of the Special Account for eligible expenditures.



4. For each payment made by the Recipient out of the Special Account, the Recipient shall (at such time as IBRD shall reasonably request) furnish to IBRD such documents and other evidence showing that such payment was made exclusively for eligible expenditures.

5. Notwithstanding the provisions of paragraph 3 of this Attachment, IBRD shall not be required to make further deposits into the Special Account if at any time IBRD determines that all further withdrawals of the Grant should be made directly by the Recipient.

Thereafter, withdrawal of the Grant proceeds remaining unwithdrawn shall follow such procedures as IBRD shall specify by notice to the Recipient. Such further withdrawals shall be made only after and to the extent that IBRD shall have been satisfied that all such amounts remaining on deposit in the Special Account as of the date of such notice shall be utilized in making payments for eligible expenditures.

6. a) If IBRD determines at any time that any payment out of the Special Account was:

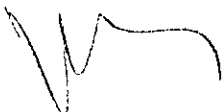
- (i) made for an expenditure or in an amount not eligible pursuant to paragraph 2 of this Attachment, or
- (ii) not justified by the evidence furnished to IBRD;

then the Recipient shall, promptly upon notice from IBRD,

- (1) provide such additional evidence as IBRD may request, or
- (2) deposit into the Special Account (or, if IBRD shall so request, refund to IBRD) an amount equal to the amount of such payment or the portion thereof not so eligible or justified.

Unless IBRD shall otherwise agree, no further deposit by IBRD into the Special Account shall be made until the Recipient has provided such evidence or made such deposit or refund, as the case may be.

b) If IBRD determines at any time that any amount outstanding in the Special Account will not be required to cover further payments for eligible expenditures, the Recipient shall, promptly upon notice from IBRD, refund to IBRD such outstanding amount.

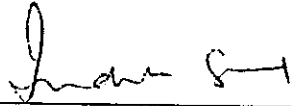


- c) The Recipient may, upon notice to IBRD, refund to IBRD all or any portion of the funds on deposit in the Special Account.
- d) Refunds to IBRD made pursuant to paragraphs 6 (a), (b), and (c) of this Attachment shall be added to the unwithdrawn amount of the Grant.”

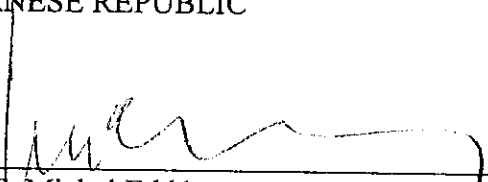
Please confirm your agreement with the foregoing by signing, dating and returning to us the form of confirmation on the enclosed copy of this letter.

Very Truly Yours,

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT

By 
Inder Sud
Director,
Middle East Department II

CONFIRMED AND AGREED:
LEBANESE REPUBLIC

By 
H.E. Michel Eddé
Minister of Higher Education and Culture

Date the 2nd of October 1995

The World Bank

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
INTERNATIONAL DEVELOPMENT ASSOCIATION

1818 H Street, N.W.
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مجلس الإنماء والإعمار
مكتب الوثائق
تليفون
تاريخ الورد ٩٥/١/٢٤
رقم ٩٥/١٥٩

January 23, 1995

H.E. Michel Eddé
Minister of Higher Education and Culture
c/o H.E. Fadl El-Chalak
Council for Development and Reconstruction
Tallat Alserai, P.O. Box 116/5351
Beirut, Lebanon

Fax: (212 478-1622 or 1669)

وارد في

٢٦ كانون الثاني ١٩٩٥

وزارة التعليم العالي

٩٥/٢٦

Excellency:

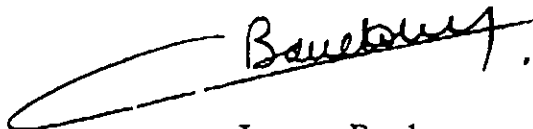
Re: LEBANON - Institutional Development Fund Request for Strengthening the
Ministry of Higher Education and Culture

I am pleased to inform you that the World Bank has approved the Institutional Development Fund (IDF) request for the Ministry of Higher Education and Culture in Lebanon, in the amount of US\$191,000. During an upcoming mission to Lebanon, scheduled for early February, Mr. Hjalte Sederlof will brief you on the procedures and requirements that need to be adopted in order to facilitate the processing of the IDF request. Mr. Sederlof will also liaise with UNDP to coordinate the respective roles of all parties involved in this exercise. During the course of discussions, Mr. Sederlof will also brief you on the status of the request for the Italian Trust Fund.

In the meantime, the Government of Lebanon should submit a formal request for the IDF grant, indicating the Government's share in the overall cost (this has been established in the grant proposal, a copy of which will be attached to this letter). Once an official request is received, indicating who authorizes signature on behalf of the Government of Lebanon, a Grant Agreement number is assigned, and the agreement has to be cleared by the Legal and Disbursement departments of the World Bank. Once all the necessary steps have been taken, disbursement can commence based on expense categories indicated in the Grant Agreement. A detailed letter will be forwarded to you indicating the necessary steps that will have to be undertaken.

We are pleased to be partners in this endeavor as we believe that improving higher education is an important element in Lebanon's development efforts and its ability to succeed in an open and competitive environment. We look forward to furthering collaboration between the World Bank and the Ministry of Higher Education and Culture.

With best personal regards,

A handwritten signature in black ink, appearing to read "Baudouy", is written over a horizontal line.

Jacques Baudouy
Chief
Human Resources Division
Country Department II
Middle East and North Africa Region

Attachment

bcc: Mr. Shamsedin (EDS11)

10-1041 WS MINCPA 202472036 P. 4/8

**THE WORLD BANK GROUP
REQUEST FOR IDF FINANCING**

Region: Middle East and North Africa	Country: Lebanon	
Country Department: MN2	Task Manager: David Steel/Randa El-Rashidi	Amount of Grant Requested: US\$ 191,000
Title of Proposed Activity: Strengthening Higher Education		

Purpose of Grant (a brief description of the activities to be financed and likely outcome of grant)

1. The requested grant would be an important part of the Lebanese Government's human development strategy, which aims at supporting economic growth and continued social stability. It would focus on higher education and complement ongoing efforts to revitalize the overall education system after 17 years of war. Prior to the outbreak of hostilities in 1975, Lebanon's well-educated population facilitated the development of thriving modern service industries, which played a key role in the national economy. As a corollary to war, education facilities have suffered from extensive damage, and the overall educational system experienced serious disruptions, with public education being severely affected. Restoring a high quality of education is critical for Lebanon, as it has few natural resources and must depend on human skills for recovery and sustained development. Improvements in basic and secondary education are underway. Technical and vocational education is being rehabilitated and qualitative reforms introduced with the help of the Bank under the Emergency Reconstruction and Rehabilitation Project. The grant would assist the Ministry of Higher Education and Culture (MHEC) in building institutional and analytical capacity in the Ministry to define and address sector issues, and conduct sector policy.

2. Higher education in Lebanon is diverse in terms of institutional mission, costs and quality, and universities enjoy a high degree of institutional autonomy. But as a result of the war, the system suffers from a series of basic problems, whose resolution is critical for its development: MHEC, which was created in 1993, is still rudimentary in terms of institutional structure and organization; and the information required for effective management and administration of the system is neither readily available nor properly organized. This is reflected in weak quality control mechanisms, an absence of performance standards and criteria, non-existent coordination between public and private sector institutions, and a lack of coherent and well-formulated sector policies. The public Lebanese University, which has over 40% of university enrollments and serves important functions in extending educational opportunities to poorer population groups and forging the cultural identity of the country, is in disarray. The physical plant is in need of repair and reconstruction, management and administration are inefficient, and the quality of instruction is low. Campuses are dispersed and often isolated from the mainstream, increasingly providing a base for political factionalism instead of fostering national unity. Isolated faculties have sprung up, offering an array of low quality programs.

3. With UNDP/UNESCO assistance, the Ministry has drawn up a coherent multi-year program aimed at building up institutional and analytical capacity in the MHEC and rehabilitating the Lebanese university. The main elements of the program to develop MHEC are attached as Annex 1, with the components proposed for IDF financing shaded. Total program costs are estimated at US\$657,000. The program would be co-financed by the Government, UNDP and the IDF grant. The IDF funds would finance the development of institutional structures and procedures for the management and administration of the sector. Co-financing from UNDP and the MHEC would focus on mechanisms for overall system diagnosis, the policy-making process and data base development. The total cost of the IDF funded activities is US\$295,000 and the IDF Grant would finance the foreign exchange cost, which is estimated at US\$191,000. The bulk of expert services are expected to be supplied locally (77%), complemented with "state-of-the-art" international expertise. Annex 2 details the IDF grant budget. Annex 3 summarizes the terms of reference for the activities that are proposed for IDF funding.

Relationship of Grant Proposal with Country Economic and Sector Work (or Business Plan):

4. The grant proposal is in line with the Country Assistance Strategy for Lebanon, which emphasizes the need for a strong human resource base for a successful and sustained rebuilding and development effort. As Lebanon rebuilds and shapes its post-war capabilities, a strong higher education system that allows for the development, transfer and adaptation of technologies will be an essential element if the country is to regain, even partly, its earlier role as the financial center and principal supplier of professionals and intellectuals for the Middle East and become a modern open economy that can successfully compete in the international marketplace. Paramount amongst its contributions, higher education plays an important social role in forging the national identity of the country and providing an avenue for upward mobility. It is therefore, an urgent priority to restore the capacity of the sector and enhance its capability. At present, the lending program does not include an education project and therefore a Project Preparation Facility (PPF) is not a viable option for timely support for this activity.

الجمهورية اللبنانية
مكتب وزير الدولة لشؤون التنمية الإدارية
مركز مشاريع ودراسات القطاع العام

Government Agency Responsible for Execution:

Ministry of Higher Education and Culture:

Government Contribution (cash or in-kind):

The Government would cover local costs, in cash and kind, for foreign and local consultants and staff, office facilities, accommodations and logistical support, totalling US\$104,000 (35% of the cost of the IDF-targeted activities).

Preliminary Timetable:

The IDF-funded activities would be launched in March 1995 and be completed by end-June 1996. Annex 4 details the implementation schedule.

Proposed Use of Grant Funds (breakdown by consultants, travel, studies, equipment):

The average estimated cost per man-month of international specialist services is US\$8,000 and US\$2,500 for local specialist services. See Annex 3 for budget details.

Modality of Execution (indicate modality - Government agency, UN agency, NGO, Int./Local Consultants):

The program would be implemented by the MHEC and the Lebanese University, using international and local consultants, and supported by UNDP/UNESCO staff. MHEC would be responsible for overall execution.

Statement by the Director, Country Department.

Following discussions with donors, I confirm that alternative and timely funds are not available, in particular and in the first instance from UNDP.

Signature _____

Date of Submission to the Screening Committee _____

Date of Review by the Screening Committee _____

Decision by the Screening Committee _____

Grant No. (Issued by the Trust Funds Administrator upon approval by the Screening Committee) _____

Strengthening the Higher Education System							
Sub-components	Activities/Outputs.	Nat'l cons. p/m	Int'l cons. p/m	Work shops No.	Surveys No.	Study Tours No.	Cost US\$
1. System diagnosis	1. Criteria to establish faculties and disciplines	2	1	1			18,000
	2. Equivalency norms	2	1	1		1	34,000
	3. Evaluate quality of univ. programs	12	1		1		58,000
	4. Internal and external efficiency of H.E. system	6	2	1	1		56,000
	5. Costs and financing of H.E. 1994	2	1	1			21,000
Sub-total		24	6	4	2	1	187,000
2. Policy formulation	1. Access, quality and coherence of system	2	1				13,000
	2. Criteria for locating H.E. facilities	8	2	1	1		61,000
	3. Relationship H.E. system to marketplace	6	1	1			28,000
	4. Framework document for h.e. policy	4	1	1			23,000
Sub-total		20	5	3	1		125,000
3. Sector management	1. Establish Council for H.E.	2		1			18,000
	2. Establish entity for relations betw. public/private institutions	2	1	1			18,000
	3. Budget control mechanism for the public univ. system	4	1				23,000
	4. Coordinating mechanism for primary and univ. systems	2	2				21,000
Sub-total		10	5	3			80,000
4. MHEC management building	1. Data base	4	1	1		1	47,000
	2. Budgeting and accounting system	2	1			1	29,000
	3. Sector monitoring and evaluation system	2	1			1	29,000
	4. Permanent secretariat for the Council for H.E.	4	1				18,000
Sub-total		12	5	1		3	123,000
5. University mapping	Physical map for H.E. sector, including criteria for adjustments	4	1				18,000
Sub-total		4	1				18,000
6. Selected priority interventions	1. Technology Institute: feasibility & priority fields	4	1				18,000
	2. Measures to develop scientific research capability	2	1				13,000
Sub-total		6	2				31,000
Overhead (Travel and subsistence)							162,000
Logistical Support							83,000
Totals		86	24	11	3	4	657,000

IDF Grant Budget

Purpose	Activities/Outputs	Expertise	Quantity	Costs				Financing	
				Unit Cost (month)	Per Diem & Hotel	Travel	Total Cost	Grant	Local
1. Sector mgmt	1. Establish Council for Higher Educ (CHE) 2. Establish entity for relations betw. public and private institutions 3. Budget control mechanisms for the public u. system 4. Coordination mechanism for pre-u. and u. systems	Team of specialists: Educational planner, educator, institutional dev specialist, financial analyst	A total of 10 months of local and 5 months of foreign expertise	Foreign: 8,000	200 x 125 days (foreign TA only)	2,000 x 2 roundtrips for foreign TA	94,000	69,000	25,000
	Local: 2,500								
	Three workshops: functions of CHE, budgeting, pre-u and u coordination			5,000 per workshop			15,000		15,000
2. MHEC institution-building	1. Data base 2. Budgeting and accounting 3. Sector monitoring and evaluation system 4. Permanent secretariat for CHE.	Team of specialists: education planner, institutional dev specialist, MIS specialist	A total of 12 months of local and 5 months of foreign expertise	Foreign: 8000	200 x 125 days	2,000 x 2 roundtrips for foreign TA	99,000	74,000	25,000
	Local: 2,500								
	5,000 per workshop								
	Three study tours: info systems, accounting and budgeting, monitoring and evaluation		4 persons x 10 days per tour		200	2,000	48,000	48,000	
Logistical Support							34,000		34,000
Total							295,000	191,000	104,000

Strengthening Higher Education - Terms of reference for the IDF-funded Activities		
Sub-components	Activities/Outputs	Terms of Reference
Sector management	Establishment of a Council for Higher Education	Delineation and analysis of options; drafting legal framework, defining functions, relationship to other sector entities; terms of reference for staff
	Establishment of an entity for relations between public and private universities	Delineation and analysis of options; drafting of legal and regulatory texts; defining functions, relationship to other sector entities; terms of reference for staff
	Budgetary control mechanism for the public university system	Development of structures for data collection and processing; drafting of legal texts defining supervisory relationships; definition of tasks and reporting systems
	Coordinating mechanism for pre-university and university systems	Needs assessment; proposals for appropriate structures; drafting of legal and regulatory texts
MHEC institution-building	Data base	Developing an MIS system for the sector, including necessary legislation, staffing and staff training
	Budgeting and accounting system	Definition of necessary structures, their functions, means, procedures
	Sector monitoring and evaluation system	Development of evaluation procedures and criteria; and processes for decision-making
	Permanent secretariat for the Council for H.E.	Delineation of secretariat, its functions, staffing, operating procedures

Analyse et révision des cursi

- 80 CONSULTANTS rémunérés sur une base de 100 \$ / jour durant 5 jours chacun:

Total = 40.000 \$

24 Sciences Humaines
16 Droit
8 Sciences Sociales
6 Gestion
16 Sciences
10 Beaux-Arts

- 6 COORDINATEURS (les doyens des Facultés) rémunérés sur une base de 1500 \$ la mission:

Total = 9000 \$

- 6 RAPPORTEURS membres des commissions rémunérés sur une base de 500 \$ la mission:

Total = 3000 \$

Total final: 52.000 \$

LEBANON: STRENGTHENING OF HIGHER EDUCATION
 ITALIAN TRUST FUND (ITF) COMPONENT
 SCOPE OF WORK

PURPOSE	ACTIVITIES/OUTPUT	EXPERTISE
<p>A. Strengthening the capacities of MCHE in elaborating a policy for higher technical education</p>	<p>1- Formulate a Master Plan for higher technical education in Lebanon (policies, plans, legislation, mapping, staffing, efficiency, program content, management procedures, cost, resources) - Includes several workshops</p> <p>2- Formulate standards for the design of a database and carry out a locational analysis of the higher education sector (with the exception of higher technical education) and supply and demand analysis based on demographic, social, and economic considerations.</p> <p>- Two workshops</p>	<p>Team of specialists of technical education, planners, economists, sociologists and jurists</p>
<p>B. Mapping the University System - universities and institutes mapping</p>	<p>1- Creation of a database of doctorate thesis (Fichier central des thèses) - Recommendations for equivalence criteria - One workshop</p> <p>2- Inventory and filing of the records of the Commission of Equivalence - One workshop</p>	<p>Team of specialists, librarians with computer skills</p> <p>Team of specialists in recording and filing and jurists</p>
<p>C. Development of Records Systems</p>	<p>1- Diagnosis of the situation of libraries in public and private Lebanese universities - buildings, storage, scaling, I.T., staffing, student usage. Recommendations for improvement - Two workshops</p> <p>2- Diagnosis of situation of laboratories and workshops - buildings, equipment, curricula, staffing, training, cost, timetable. Recommendations for improvement - Two workshops</p>	<p>Team of specialists, statisticians, documentalists, librarians</p>
<p>D. Development of Equivalence Records System</p>	<p>3- Identify criteria for design of a computer network between libraries within the public university and between public and private universities, including equipments (software and hardware). Recommendations on desired outputs, costs and timetable. - Two workshops</p> <p>4- Training plan for staff for librarians and laboratories (Training to be done at a later phase). - One workshop</p>	<p>Team of specialists, computer engineers, planners, librarians</p> <p>Specialist teams</p>
<p>E. Strengthening of capacities of university libraries and laboratories</p>		

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IDF Grant Budget

Purpose	Activities/Outputs	Expertise	Quantity	Costs				Financing		
				Unit Cost (month)	Per Diem & Hotel	Travel	Total Cost	Grant	Local	
Sector mgmt	1. Establish Council for Higher Educa (CHE) 2. Establish entity for relations betw. public and private institutions 3. Budget control mechanisms for the public u. system 4. Coordination mechanism for pro-u. and u. systems	Team of specialists: Educational planner, educator, institutional devt specialist, financial analyst	A total of 10 months of local and 5 months of foreign expertise	Foreign: 8,000 Local: 2,500	200 x 125 days (foreign TA only)	2,000 x 2 roundtrips for foreign TA	94,000	69,000	25,000	
	5,000 per workshop			15,000						15,000
MHBC Institutioning	1. Data base 2. Budgeting and accounting 3. Sector monitoring and evaluation system 4. Permanent secretariat for CHE.	Team of specialists: education planner, institutional devt specialist, MIS specialist	A total of 12 months of local and 5 months of foreign expertise	Foreign: 8000 Local: 2,500	200 x 125 days	2,000 x 2 roundtrips for foreign TA	99,000	74,000	25,000	
	5,000 per workshop			5,000						5,000
	One workshop: devt and application of databases									
	Three study tours: info systems, accounting and budgeting, monitoring and evaluation		4 persons x 10 days per tour		200	2,000	48,000	48,000		
Logistical Support							34,000		34,000	
Total							295,000	191,000	104,000	

Strengthening Higher Education - Terms of reference for the IDF-funded Activities		
Sub-components	Activities/Outputs	Terms of Reference
Sector management	Establishment of a Council for Higher Education	Delineation and analysis of options; drafting legal framework; defining functions, relationship to other sector entities; terms of reference for staff
	Establishment of an entity for relations between public and private universities	Delineation and analysis of options; drafting of legal and regulatory texts; defining functions, relationship to other sector entities; terms of reference for staff
	Budgetary control mechanism for the public university system	Development of structures for data collection and processing; drafting of legal texts defining supervisory relationship; definition of tasks and reporting systems
	Coordinating mechanism for pre-university and university systems	Needs assessment; proposals for appropriate structures; drafting of legal and regulatory texts
MHEC leadership-building	Data base	Developing an MIS system for the sector, including necessary legislation, staffing and staff training
	Budgeting and accounting system	Definition of necessary structures, their functions, means, procedures
	Sector monitoring and evaluation system	Development of evaluation procedures and criteria; and processes for decision-making
	Permanent secretariat for the Council for H.E.	Delineation of secretariat, its functions, staffing, operating procedures

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Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)