



CENTER OF EXCELLENCE FOR AGRICULTURE (COEA)

QUARTERLY REPORT Q3FY19



CENTER OF EXCELLENCE FOR AGRICULTURE (COEA)

YEAR 1 Q3FY19 PROGRESS REPORT

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ACRONYMS

AGORA	Access to Global Online Research in Agriculture
AOR	Agreement Officer Representative
ARC	Agricultural Research Center
ASRT	Academy of Scientific Research and Technology
CITI	Collaborative Institutional Training Initiative
COE	Center of Excellence
COEA	Center of Excellence for Agriculture
COEA Universities	Egyptian universities involved in the COEA
Cornell	Cornell University
COP	Chief of Party
CRP	Council for Research and Policy
CU	Cairo University
CUFA	Cairo University Faculty of Agriculture
ERP	Enterprise resource planning
HICD	Human and Institutional Capacity Development
HQAR	High Quality Applied Research
ICT	Information and Communication Technology
IFPRI	International Food Policy Research Institute
IICD	Instructional Innovation and Curriculum Development
IP-CALS	International Programs, College of Agriculture & Life Sciences
IRB	Institutional Review Board
MEL	Monitoring, Evaluation, and Learning
MOALR	Ministry of Agriculture and Land Reclamation
MOHESR	Ministry of Higher Education and Scientific Research
MSU	Michigan State University
OTTC	Office of Technology Transfer and Commercialization
PIPRA	UC Davis International Public Intellectual Property Resource for Agriculture
PPP	Public Private Partnership
Purdue	Purdue University
RFA	Request for Applications
Sathguru	Sathguru Management Consultants Pvt. Ltd.
TEEAL	The Essential Electronic Agricultural Library
TICO	Technology Innovation Commercialization Office
UC Davis	University of California, Davis
USAID	United States Agency for International Development



I. BACKGROUND

The Centers of Excellence (COE) are designed by USAID and the Ministry of Higher Education and Scientific Research (MOHESR) to support Egypt’s economic development by establishing “partnerships for human and institutional capacity building between higher education institutions in the United States and developing countries.” The COEs will strengthen the capacity of Egyptian universities to respond to changing public and private sector needs for applied research and skilled graduates in the sectors of agriculture, water and energy. Each COE will form public-private partnerships and interest-specific networks that will bring together the best minds in academia, government and the business community to seek applied research solutions that strengthen the effectiveness of policy-making and drive innovation, competitiveness and economic growth in these key sectors. The COE activity will equip Egyptian universities to provide access to higher education to qualified undergraduate students who demonstrate financial need. The activity will also improve the working relationship between universities and industry to support applied research and to the capacities of participating faculties without relying entirely on public or donor financing.

Each Center of Excellence will focus on one of three key sectors – agriculture, energy, and water – to share best practices, conduct joint research, and serve as the hub of a network of experts working and researching in that sector. In this regard:

- Cornell University in New York and Cairo University established a Center of Excellence in Agriculture
- The Massachusetts Institute of Technology and Ain Shams University established a Center of Excellence in Energy
- The American University in Cairo and Alexandria University established a Center of Excellence in Water.

Other U.S. and Egyptian universities participate in the initiative, bringing a vast network of institutions and experts to bear on these important issues. Participating Egyptian universities include Benha University, Suez Canal University, Assiut University and Ain Shams

II. INTRODUCTION

The Center of Excellence for Agriculture (COEA) activity aims at creating a dynamic COEA with the flexibility to respond to changing agriculture and industry needs across a wide array of stakeholders and evolving socio-economic and political contexts. Drawing on both US and Egyptian higher education expertise and strengths, and in partnership with the Ministry of Higher Education and Scientific Research (MOHESR) and Ministry of Agriculture and Land Reclamation (MOALR), COEA initiatives will address stakeholder needs while mirroring priorities set forth in the Sustainable Development Strategy: Egypt Vision 2030 across its three Strategic Dimensions (Economic, Social, and Environmental).

The establishment of a highly integrative COEA facilitates meaningful partnerships and collaborations among US and Egyptian universities, industry, and government to: 1) develop innovative, transformative, and industry-validated curricula for undergraduate and graduate students with due consideration of gender equity; and 2) facilitate readily translatable, solutions-based research that addresses the current and emerging needs of Egyptian agriculture centered on the seven priorities of Egypt’s Sustainable Development Strategy. In doing so, the COEA develops: 1) workforce-ready students ready to make



immediate impact in the Egyptian agricultural economy; 2) research products that transform agricultural businesses and livelihoods; and 3) a sustainable, replicable, and inclusive model, highly valued and financially supported by a wide range of stakeholders throughout Egypt.

Activities of the COEA are organized into five components:

- I. **Governance of the COEA:** The COEA operates under the principles of consensus, transparency, responsibility, and accountability. The governance structure is designed to ensure that the COEA, its programming, and its successes are under the ownership of MOHESR and CUFA and benefit universities across Egypt. The US universities play facilitative and advisory roles based on their expertise and experience in higher education systems. The formation and structure of the COEA is designed to facilitate knowledge exchange and networking opportunities that will further the goals of the COEA, while ensuring that all stakeholders' input is integrated throughout the COEA activity.
- II. **Instructional Innovation and Curriculum Development:** All COEA curriculum initiatives are guided by three cross-cutting principles: 1) active, student-centered learning methods, shown to significantly enhance learning; 2) market-driven course content; and 3) accessibility to all, especially groups traditionally underrepresented in Egyptian higher education
- III. **High Quality Applied Research:** The COEA facilitates high impact, translational, lab-to-market technologies giving priority to the seven strategic themes of Egypt Vision 2030 and formulated to meet stakeholders' measured needs. Furthermore, the activity develops a market-driven research program to cultivate a new approach whereby COEA faculty view their research in the context of solving problems for society and the public good through an entrepreneurial lens.
- IV. **Exchanges, Trainings and Scholarships:** The COEA organizes exchange visits and provides scholarships to different groups of beneficiaries with the objective of shifting the focus of Egyptian faculty towards market-driven, private sector-oriented entrepreneurship. Opportunities include administrative exchanges, library faculty exchanges, short-term exchanges for faculty, graduate students and young scholars, long term exchanges for faculty and graduate students as well as scholarships/internships for COEA sponsored students.
- V. **Sustainability:** The COEA establishes long-term relationships between US and Egyptian universities. Major keys to success are: 1) building value in the COEA, so it is seen as a dependable resource for the private sector and an attractive educational opportunity for students; 2) adapting to changing stakeholder needs and political contexts; 3) fostering a spirit of entrepreneurship within COEA universities such that the COEA develops into a results-oriented operation with consistent revenue streams ; and 4) establishing strong communication systems both internally among partners and externally among potential future partners in Egypt and the US.

It is important to note that among the components there are significant opportunities for collaborative work and the components intersect in multiple ways. This collaborative nature of the COEA allows us to tap into the expertise of a broad array of stakeholders, reduce duplication of work and streamline project management.

The COEA is a partnership between Cornell University, Cairo University, U.S. land grant institutions (Michigan State University, Purdue University, and University of California-Davis), Egyptian universities



(Ain Shams University, Assiut University, Benha University, and Suez Canal University) and Sathguru Management Consultants.

III. EXECUTIVE SUMMARY

This Q3FY19 quarterly progress report covers the period from April 1, 2019 through June 30, 2019. It is the second quarterly progress report submitted to the United States Agency for International Development (USAID)/EGYPT under Cooperative Agreement No. 72026319-CA-00002. Future progress reports will be submitted according to USAID's fiscal year per the guiding regulations.

The focus during this period was around initiating the needs assessment which is the central activity that will inform the specific interventions for multiple activities and components of the COEA. Key achievements within the reporting period include:

- Draft literature review finalized for multiple topics as the preliminary step for needs assessment.
- Developed, reviewed and finalized the tools for needs assessment for students, faculty members, owners and managers of the private sector partners.
- Initiated the data collection required for the needs assessment.
- Hired additional personnel for the COEA activity in Cairo.
- Finalized the membership for the three technical committees of Innovational Instruction and Curriculum Development, High Quality Applied Research and Exchanges, Training and Scholarships.
- Drafted the guidelines for four types of scholarships – 4-year undergraduate scholarship, support scholarship, post-doctoral awards as well as the internships, research, and entrepreneurship scholarships – in preparation for the announcement process.



Table 1: COEA Partners

US Partners (Sub-awardees)	Egyptian Partners
Participating Universities	
Cornell University (Implementer - Prime)	Cairo University – Faculty of Agriculture
Other Partners	
Michigan State University	Ain Sham University
Purdue University	Assiut University
University of California-Davis	Benha University
Sathguru Management Consultants	Suez Canal University

IV. IMPLEMENTATION PROGRESS

The focus during the second quarter of implementation is initiating the needs assessment that will inform specific interventions for multiple components of the COEA. The following sections of the report highlight achievements under each of the COEA components. The report then follows to the sections on Communications, Monitoring, Evaluation and Learning (MEL), fact table on achievements, Challenges and responses. The report concludes by the tentative plan for the following quarter.

IV.1 COMPONENT 1: GOVERNANCE

Objective: ensure that the COEA, its programming, and its successes are under the ownership of MOHESR and CUFA and benefit universities across Egypt.

1.1 OPERATIONAL MANAGEMENT

Establishment and Constitution of the Different Committees: The membership has been finalized for all three technical committees of IICD, HQAR and ETS. The first meeting for each of the three technical committees is scheduled to take place in early Q4FY2019.

Discussions were held with H.E the Minister of Agriculture and the Dean of CUFA during May 2019 for planning of Advisory Board and Steering Committee meetings. The other members of the Advisory Board and Steering Committee were selected and apprised of the roles and responsibilities of the two key implementing bodies. The dates of the first meetings of Advisory Board and Steering Committees were also fixed and the Chairs and members informed about the dates. The first Advisory Board meeting is scheduled for September 4, 2019 in Cairo and the first meeting of Steering Committee is scheduled for August 5, 2019 in Ithaca NY, at Cornell University.

Management and Operations: The personnel for M&E Advisor, Gender Coordinator, Technical Coordinators and accountant were identified. The employment/consultant contracts for the identified positions have been finalized, signed and the appointment of the personnel has been completed during Q3 FY2019.



Requisite approvals from CUFA has been obtained for key personnel recruited for engagement in the COEA.

Office Space: The space for the office location has been identified in CUFA and written approval for the space allocation has been obtained from relevant authorities. Key equipment for use by COEA team like laptops, software, printers have been procured.

Capacity development and Administration of the Activity: An Enterprise resource planning (ERP) package was developed and customized specifically for the COEA activity. Five people from the COEA team were trained in financial administration of the activity with focus on compliance to the governance framework adopted for COEA and USAID policies.



COEA Team Training in Financial Administration

Management of the Activity: The COEA team evaluated a number of project management and document management applications and presented the comparative advantages and disadvantages to the key personnel. The team is currently testing the use of Zoho as the Project Management System (PMS) to utilize it for the management and operations of the activity. Eighteen personnel comprising of project team from Consortium partners in US and Egypt were trained in the use of Zoho PMS and Zoho Work



Drive, a document management system (DMS). Zoho PMS may serve as an integrated platform for tracking all activities by component leads, Chief of Party and Project Director. Zoho Work Drive will serve as a repository of all the documents, policies, frameworks and reports developed for the COEA.

1.2 COMMUNICATIONS

The COEA Communications Coordinator met with the COEA team and a team of web developers. Working together, an action plan was formulated to develop the COEA website in phases. The first phase consisting of general information regarding the COEA, including about us, upcoming events and dates to highlight, will be complete by mid-July 2019. The second phase will introduce more advanced features, such as a private dashboard for students where they can track the status of their grant or scholarship application. Work on phase 2 will begin in September 2019.

The communications team attended the *Innovations for Agricultural Development in Egypt* seminar on June 20, hosted by the International Food Policy Research Institute (IFPRI) and the World Bank. The team made connections with many agricultural practitioners and are in the process of scheduling follow up meetings for early September 2019.

Media Coverage: Media presence and coverage on the COEA workshop on Public Private Partnership is summarized in the table below.

Table 2: Media Links

MEDIA	URL
AGRI2DAY	https://www.agri2day.com/2019/05/31/%D9%85%D8%B4%D8%B1%D9%88%D8%B9-%D9%85%D8%B1%D9%83%D8%B2-%D8%A7%D9%84%D8%AA%D9%85%D9%8A%D8%B2-%D9%81%D9%8A-%D8%A7%D9%84%D8%B2%D8%B1%D8%A7%D8%B9%D8%A9-%D9%8A%D8%A8%D8%AF%D8%A3-%D8%AE%D8%B7%D8%A9-%D9%84/
EL MASRY EL YOUM	https://www.almasryalyoum.com/news/details/1401621

1.3 INTEGRATION BETWEEN THE AGRICULTURE, WATER AND ENERGY COES

The COPs of the three COEs held a joint meeting in May 2019 to discuss means of collaboration between the three activities, identify challenges and seek areas of common support. The three COEs agreed to work together on awarding research grants for a joint project in which each COE will allocate funds for carrying out their research in their respective field. This is given that the three research threads will be integrated and coordinated. The COEA will refer to USAID for approval on the concept once the procedures and guidelines are set in place.



IV.2 COMPONENT 2: INSTRUCTIONAL INNOVATION AND CURRICULUM DEVELOPMENT

Objective: develop and implement industry-validated curricula in the partner universities that is informed by community needs and provides space for youth, women and other disadvantaged groups to be successful.

2.1 INITIAL ASSESSMENT OF MARKET NEEDS

The team continued to build on efforts started in Q2FY2019 in building the foundation needed to introduce industry-validated curricula and the methods to implement those curricula. Toward this end, the team is completing a robust measurement of the skills gap in the agriculture labor market as they pertain to recent agriculture university graduates. At the same time, the team is characterizing the potential barriers to adopting student-centered learning and other proposed curricular revisions and initiatives. The team underwent the following interventions in this regard:

- 1. Preliminary Research:** Prior to the development of COEA’s curriculum-related assessment plan, US and Egypt partners conducted **reviews of available literature** and data related to challenges in Egyptian tertiary education. This document helped guide the team at the MSU Assessment Plan Workshop (May 15-17, 2019) to develop four questionnaires that aimed at identifying and quantifying the: 1) skills and competencies that would increase the employability of Egyptian agriculture university graduates; and 2) the barriers that may exist to implementing the proposed curricular changes designed to develop those skills in students.

Milestones/Outputs: Draft literature review completed on current issues in Egyptian tertiary education.

- 2. Questionnaire Development:** Preliminary drafts of questionnaires were developed in collaboration between US and Egypt partners.

Milestones/Outputs: Four comprehensive questionnaires developed for students, professors, employers (owners); and employers (managers) aimed at quantifying skills gaps and barriers to adopting new teaching practices.

- 3. Validation:** Draft questionnaires were then reviewed by a panel of experts (US professors) in the US for robustness as well as Egyptian nationals for cultural appropriateness. The preliminary drafts were pre-tested with US students prior to being translated to Arabic (to be distributed to students in Egypt). The translated versions were further revised by the Egypt team. The revised versions were then reviewed by a professor of rural sociology at Cairo University and revised accordingly. The revised Arabic versions were then retranslated by Egyptian Nationals to ensure that the spirit of all questions remained the same across both English and Arabic versions. Digital versions of all questionnaires were then created using Qualtrics and a code book was created for data collection and analysis. Questionnaires were reviewed by the Purdue University Institutional Review Board (IRB) and deemed exempt (#1906022352).

IICD Milestones Q3FY2019

- Draft literature review completed on issues in Egyptian tertiary education.
- Four questionnaires developed – as needs assessment tools – for students, faculty members, owners of private sector agencies and managers of private sector agencies to quantify needed skills and barriers to adoption of new teaching practices
- Data collection initiated across different stakeholder groups (students, professors, potential employers).



Milestones/Outputs: Four validated questionnaires for students, professors, and employers (owners and managers) in Arabic and English in hard-copy and digital form.

Collaborative Institutional Training Initiative (CITI) Training: As part of the IRB approval, principal investigators, co-investigators, and key personnel who conduct social science research that may involve human subjects, including surveys, questionnaires, etc. must successfully complete a 16-module training in Social Behavioral Research. This training is a certification program provided through Purdue University. Two researchers from the Egypt team completed the CITI training and received certification in Social Behavioral Research for Investigators and Key Personnel.

- 4. Distribution:** The distribution of questionnaires to students and professors started at Benha, Suez Canal, and Assiut Universities. The questionnaires will be distributed to remaining university partners (Cairo and Ain Shams) in July 2019. Distribution of the questionnaires to different private sector stakeholder groups (owners and managers of businesses and organizations that may hire agriculture university graduates) also started taking place in June. Distribution of questionnaires to these groups will also continue into July 2019.

Milestones/Outputs: Questionnaires distributed to students at the three partner universities of Benha, Suez Canal, and Assiut in June 2019. Questionnaires were also distributed to various private sector stakeholder groups.

- 5. Orientations:** Concurrently, the COEA team (led by the COP with several COEA team members) has introduced curriculum initiatives as part of larger COEA orientations to four Egyptian partner universities and various private sector stakeholder groups.

Milestones/Outputs: Curriculum initiatives introduced partner (implementing) universities as well as owners and managers of businesses and organizations that may hire agriculture university graduates.



Needs Assessment Workshop – MSU, May 2019



Needs Assessment Workshop

With Michigan State University as the coordinator, the Center of Excellence for Agriculture organized a three-day (May 15-17, 2019) needs assessment workshop from at MSU campus in East Lansing, Michigan. Attended by 32 participants representing COEA Egypt team, US consortium universities and Sathguru. As a consulting body for the OTTC sub-component within HQAR, Sathguru were engaged in assessing current technology transfer mechanisms in Egypt as well as current landscape of entrepreneurship (specifically in agribusiness), access to funding and mentorship to shape the OTTC and seed grant programs.

This workshop sought to share the status of the agriculture sector (horticulture, livestock, and allied sectors) (what we know?), identify gaps in agriculture sector (what we don't know?), and identify the information that need to be known (what we need to know?), and develop a framework (e.g., timeline, methods, stakeholders, leads, etc.) for the needs assessment (how to know?). The workshop began with the presentations on an overview and review of agricultural and allied sectors. The workshop reiterated students, faculty, agri- entrepreneurs /agri-industry personnel, and government officials as the four key stakeholders that COEA will work with and for. Besides highlighting major issues and listing information to be collected, the workshop helped identify surveys (online and in-person/paper-based), consultative meetings, and focus group discussions as the primary methods to collect data for needs assessment. Participants agreed to complete the data collection in July 2019; engage and seek assistance from the local team and stakeholders in the needs assessment process and beyond. The workshop wrapped up with the needs assessment framework that includes timeline and responsible persons.

Pursuant to the work plan developed during “Needs Assessment Workshop” held on May 15-17, 2019 at MSU, MSU team contributed to the development of the data collection instruments. On May 28, 2019, MSU team organized an online meeting to discuss survey development. Attended by representatives of the US consortium, team members reviewed the status of the survey development work, including communication with COEA Egypt team, critiqued on the draft survey instruments, and agreed to revise the surveys to make them technically and culturally appropriate. The team also agreed that the Institutional Review Board approval for this research would be sought through Purdue University and team members from Egypt and MSU would complete the necessary CITI training.

2.2 DEVELOPMENT OF NEW DEGREES

Interventions under this activity will follow from the results of the needs assessment.

2.3 REVISION OF EXISTING COURSES

Interventions under this activity will follow from the results of the needs assessment.



IV.3 COMPONENT 3: HIGH QUALITY APPLIED RESEARCH

Objective: develop a research structure that solves real problems and informs policy, providing the spark needed for stakeholders to see the value in partnering with Egyptian universities.

3.1 COMPETITIVE FUNDING OPPORTUNITIES

The COEA has initiated the process for awarding research grants. The team has put together an initial calendar outlining the steps and procedures for submitting concept notes up until awarding grants. The Request for Applications (RFA) is being drafted and shall be discussed during the team meeting at Cornell in August 2019.

Pursuant to the Needs Assessment Workshop and the completed literature review, the team has identified and established the topics of research priorities which are in line with the Egypt's Vision 2030.

3.3 ESTABLISHMENT OF OTTC

COEA leadership met with the Technology Innovation Commercialization Office (TICO) office at Academy of Scientific Research and Technology (ASRT) to orient the stakeholders to the COEA objectives including the intent to support technology transfer capacity building in Egypt. The meeting opened doors to potential partnerships with the current nodal entity for technology transfer in the Egyptian ecosystem and interest was expressed to pursue an MoU with COEA as well as to join the PPP committee. The expression of interest is a major accomplishment with a critical stakeholder and paves the way for COEA to effectively engage in strengthening current technology transfer and public private partnership platforms in the country. The COEA team will build on this preliminary output with the technology transfer technical leads, Sathguru and additional mapping of current ecosystem during the coming two quarters. Notably, the meeting also provided insights into the new legal framework introduced in Egypt for university ownership of inventions generated in the university and equity ownership of universities in spin-out ventures. The COEA team will learn more about these developments and implication for the planned technology transfer work stream during the next two quarters.

3.5 INFORMATION/LIBRARY SERVICES DEVELOPMENT

The COEA sent invitations to partner universities to nominate librarians to participate in exchange visits with the purpose of building their capacities and enhancing the services offered through their information and library services.

Three candidates were identified from CUFA to take part in these exchanges; however, the number of CUFA potential candidates was reduced to two librarians as the third member is experiencing medical challenges that will hinder his participation in such exchanges.

The nominated librarians from the partner universities are currently enrolled in English language capacity building programs to enhance their language proficiency as a step towards enrolling them in future planned exchanges for library services development. To ensure the sustainability of COEA intervention in this area, the exchange visit will constitute a TOT opportunity for the librarians which they will use to transfer the knowledge imparted to them to other librarians upon their return. Identified librarians are permanent government employees who will return to their positions upon the conclusion of the exchange



visit. Also, in order to ensure the effectiveness of the training workshop, COEA technical team will set pre and post evaluation criteria to assess the gains out of such training opportunities.

IV.4 COMPONENT 4: EXCHANGES, TRAININGS AND SCHOLARSHIPS

Objective: transform core curricula and student learning outcomes; shift the focus of Egyptian faculty towards market-driven, private sector-oriented entrepreneurship; and ensure access for students of all backgrounds to all COEA initiatives.

4.1 ADMINISTRATION EXCHANGES

Five high-level administrative personnel representing CUFA, MOHESR and partner universities have been identified and were invited to visit the Consortium universities in the US with the purpose of exposing them to the various types of programs and how these would lend value to the activities of COEA in building the next generation of leaders. The team started the process of arranging for the travel of the identified administrative personnel including visa arrangements, travel logistics, etc. Administrative exchanges will take place in early Q4FY2019.

4.5 SCHOLARSHIPS

The team has been reviewing student selection criteria for the various scholarships that CUFA currently has. The team collaborated and drafted the initial guidelines and the specific criteria for selecting recipients of the various scholarships including:

- Four-Year Undergraduate Scholarships
- Internships, Research, and Entrepreneurship Scholarships
- Support Scholarships
- Postdoctoral Scientist Support Awards

The draft guidelines for each type of scholarship specify the eligibility criteria, documents to be submitted for each type of scholarship, purpose of the scholarship, term of the scholarship as well as the evaluation criteria based on which recipients will be selected.

IV.5 COMPONENT 5: SUSTAINABILITY

Objective: establish a fully functioning and self-sustainable COEA that can be replicated at other universities throughout Egypt.

5.1 MEL

Joint collaboration with USAID is ongoing on MEL Plan and activities review.

5.2 DEVELOPMENT OF PUBLIC PRIVATE PARTNERSHIPS

On May 28, 2019, the COEA activity held an activity Iftar for partners and stakeholders. Attendees included USAID representatives, team members of the different implementing bodies (Cornell University, UC Davis, Sathguru, and the Egypt-based team) in addition to representatives of the private sector and other partner



universities (Ain Shams, Assiut, Suez Canal and Benha). The gathering constituted an opportunity for collaboration among the public and private sector partners; this is crucial to establish sustainability of the activity. Private sector partners showed willingness and interest in collaborating with the COEA activity and partner universities; means of collaboration include hosting internships for students, and identifying common industry problems that the COEA can address.



COEA PPP Workshop – May 2019

V. FACT TABLE AND UPDATE ON PLANNED ACTIVITIES

The following table shows in numbers the key achievements during the reporting period:

Table 3: COEA in Numbers

Number of workshops	2 Public Private Partnership (28 participants – 4 females and 24 males) Needs Assessment Workshop in MSU (32 participants – 12 females and 20 males)
Number of High Level meetings	11

VI. CHALLENGES AND RESPONSES

This section summarizes the challenges facing the team and the measures taken to address these challenges.



Table 4: Challenges and Measures Taken

Challenge	Taken Measure(s)
Delay in exchange of librarians	Due to insufficient CUFA librarians and medical issues with identified candidates, this intervention has been rescheduled to FY 2020. This will delay all related activities including the TOT and the transfer of knowledge to local/Egyptian librarians.
Potential disconnect due to language proficiency issues	The original plan called for five librarians to come from CUFA to Cornell, however there are only three librarians at CUFA with basic English language proficiency. The plan has been adjusted accordingly to send the three identified librarians from CUFA for this first round of training. In order to enhance their language proficiency and ensure they get the most out of the exchange visit, the identified librarians have been placed in capacity building programs to enhance their capture of the language.
The permanent office location for the COEA is still being prepared.	The Director of Operations is preparing the office location. In the meantime, the team collaborates together with the help of the COP and conducts meetings on the campus of CUFA.
Conducting the workshop in critical thinking and scholarly communication	This activity has been delayed due to the engagement of universities in the final exams and wrapping up the academic year. The activity has been rescheduled to Q4 FY2019.

VII. PLANNED ACTIVITIES

The FY19 Work Plan for the COEA was submitted on April 21, 2019 and revised per USAID’s feedback and comments. The document provides detailed plans of interventions by component up until September 30, 2019.

Looking broadly at the COEA, below are some of the activities planned for Q4FY2019:

- Announcement of scholarships (4-year undergraduate support); review of the scholarship applications; select candidates and offer scholarships.
- Identify Egyptian professors to participate in 12-month course revision program
- Technical Committees, Advisory Board and Steering Committee will hold their initial meetings.



VIII. UPDATE ON ACTIVITIES PLANNED FROM PREVIOUS QUARTER

The table below provides a status update on activities planned from the previous quarter:

Table 5: Status Update of Previously Planned Activities

Planned Activity	Status	Comment/ Justification
Needs Assessment Workshop at MSU	Completed	
Visits to Egyptian Partner Universities	Completed	
Submission of MEL plan	Completed	
Initial Meetings of Technical Committees	Completed	