


## PERFORMANCE PROGRESS REPORT SF-PPR

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<b>12a. Typed or Printed Name and Title of Authorized Certifying Official</b> Amal Mowafy, Chief of Party USAID Scholars Activity The American University in Cairo		<b>12c. Telephone (area code, number and extension)</b> +2022615-4601	
<b>12b. Signature of Authorized Certifying Official</b> 		<b>12d. Email Address</b> Amalmowafy@aucegypt.edu	
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## **USAID Scholars Activity**

**Cooperative Agreement No. 72026320CA00002**

**Annual Progress Report**

**FY2020 (March 1<sup>st</sup> – September 30<sup>th</sup>, 2020)**

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## Executive Summary:

This Annual Progress Report covers the period of 3/1/2020 – 9/30/2020 as required in Section A11/1 of Cooperative Agreement 72026320CA00002 and consists of this summary document of the three previously-submitted, detailed quarterly reports.

USAID Scholars Activity works towards achieving the end outcome of “A better developed and gender-balanced cadre of skilled professionals who can apply and impart new knowledge and skills in priority sectors”, which is sub-purpose 2 of USAID/Egypt’s Higher Education Initiative (HEI) Project Appraisal Document (PAD) – thus clearly showing the Activity’s contribution to and alignment with USAID/Egypt’s strategy.

AUC works in collaboration with six Egyptian public and private universities that are committed to providing quality education for the students who are enrolled in the Activity; Zewail City of Sciences and Technology, Cairo University, Ain Shams University, Alexandria University, Mansoura University and Assiut University.

This Annual Report highlights the USAID Scholars Activity’s Year 1 (March 1, 2020 – September 30, 2020) accomplishments, challenges and action taken. This reporting period highlights the progress of the USAID Scholars Activity in various areas related to the progress of the program activities despite the prevailing unprecedented times in light of the COVID-19 pandemic which both USAID and AUC acknowledge.

AUC is committed to achieving these goals towards the students who will receive scholarships in various majors that contribute to Egypt’s development. USAID Scholars Activity recipients will be supported by the members of the AUC Activity’s team throughout the period of their scholarships to enable their academic success and to ensure that they gain the necessary leadership skills and practical experience that will prepare them for life and careers after graduation.

### **Since the inception of the USAID Scholars Activity team has been working very hard to achieve key milestones on the different fronts;**

- Recruitment of the majority of the USAID Scholars Activity team. The hiring of the remaining positions; the Finance Manager and Ain Shams Program Coordinator is underway.
- VAT Tax Exemption Letter issued within one month from receipt thereof.
- MEL plan and progress reports were developed and submitted to USAID as per the due dates.
- Conducted successfully the Strategic Advisory Board kick-off meeting.
- Developed the USAID Scholars Activity Communication Strategy in addition to the USAID Scholars Activity’s digital outreach messages.
- Completed the formulation of the Technical Steering Committee.
- Prepared for signature the partner universities sub-agreements.
- Students’ agreements are developed and ready for signature by the students and their guardians.
- Ordered laptops for cohort 1 selected students since July 2020.
- Concluded the majority of the stages of the outreach, recruitment and selection activities for Cohort 1 students using a blended approach of online and limited physical modalities.
  - a. **Outreach and Recruitment Activities:** Digital and limited physical outreach activities conducted by AFS-Egypt and Newton Educational Services;
  - b. **Application Screening:** Successful outreach activities resulted in receiving 4406 applications from all over Egypt;
    - i. 2201 of which are eligible;
    - ii. 184 of which are Takafol and Karama;
    - iii. 84 students with disabilities.

- c. **Interviews:** AFS-Egypt conducted a total of 529 interviews out of the 560 short listed both face-to-face and online interviews based on the candidates preferred modality classified as follows:
- i. 417 Face-to Face Interviews at AUC Falaki Campus;
  - ii. 112 Online Interviews via Zoom (also used AUC Falaki Campus to host interviewers);
  - iii. 31 candidates did not show up.
- d. **Home Visits:** AFS-Egypt conducted physically home visits to the 230 candidates who successfully passed the interviewing stage. All the health and safety measures taken by AFS to protect the candidates and volunteers/visitors. The home visit to the North Sinai candidate was conducted online due to security reasons. Most of the home visits are executed during the month of September and will continue towards the first week of October.

*Successful outreach and recruitment efforts resulted in receiving 4406 applications from all over Egypt; 2201 of which are eligible; 184 of which are Takafol and Karama and 84 students with disabilities.*

## Highlights of Project Activities

### Strategic Advisory Board Kick-off Meeting

AUC formed an Advisory Board with a mandate of setting strategic placement policies and direction at partner universities for the life of the activity. The Board is chaired by AUC Counselor, the former Secretary-General of the Egyptian Supreme Council of Universities, and includes the Presidents of all partner universities and the current Secretary-General of the Supreme Council of Universities. The Board will convene bi-annually and the TOR of the Strategic Advisory board was shared and approved by USAID. *Please refer to Annex (1) The Strategic Advisory Board Terms of Reference*

The preliminary Advisory Board Kick-off Meeting was successfully convened on June 10<sup>th</sup>, 2020 with the virtual presence of the partner university presidents via ZOOM. During the meeting the following points were discussed;

- Adding nursing as a field of study which was welcomed by all university presidents and there has been a proposal by AUC Counselor to introduce a new credit-hour, fee-based and English-medium program for this specialization.
- The challenges posing around the students' requests to transfer between majors. This challenge will be mitigated through having in place clear and firm rules during the early stages of recruitment and announcement. These rules could be an integral part of the student scholarship agreements.
- The importance of a smooth process for credit transfer between universities, and this should be handled as a priority by both the Advisory Board and Technical Steering Committee.

### Nursing Program

During the kick off meeting of the Strategic Advisory Board on June 10<sup>th</sup>, 2020, the members discussed adding nursing as a field of study to the majors offered by the USAID Scholars Activity. This was welcomed by all university presidents and there has been a proposal by AUC Counselor to introduce a new credit-hour, fee-based and English-medium program for this specialization to be run at all five public universities.

However, AUC encountered some challenges related to the process of obtaining approvals through the Cultural Affairs Committee at the Supreme Council of Universities. The AUC team has been pushing through other means to speed up the process through AUC Counselor and there was a small window of opportunity to start this program this academic year which kept the AUC hopeful. However, AUC has been in close touch with the HE Nursing Sector Committee and several other endeavors that all resulted in a decision to postpone this program to the next academic year 21/22.

## USAID Scholars Activity Outreach and Recruitment Efforts

The USAID Scholars Activity digital campaign was launched on June 12, 2020. The announcement was shared by the Minister and Ministry of Education, Ministry of Youth & Sports, National Council for Women, Marj3, AUC Alumni Facebook Page and National Council for Disabilities Affairs. Partner’s universities have also shared the announcement on their websites. Takaful wa Karama has shared with AUC a list of 500 families with Thanaweya Amma students who meet financial need, geographic distribution, and previous high academic score selection criteria. This list represented a very good target group for the program from all 27 governorates.



14 million social media users

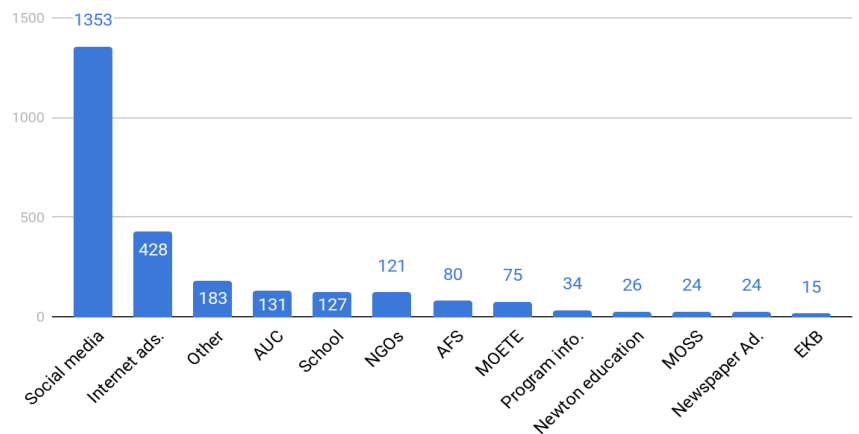


more than 50 NGOs

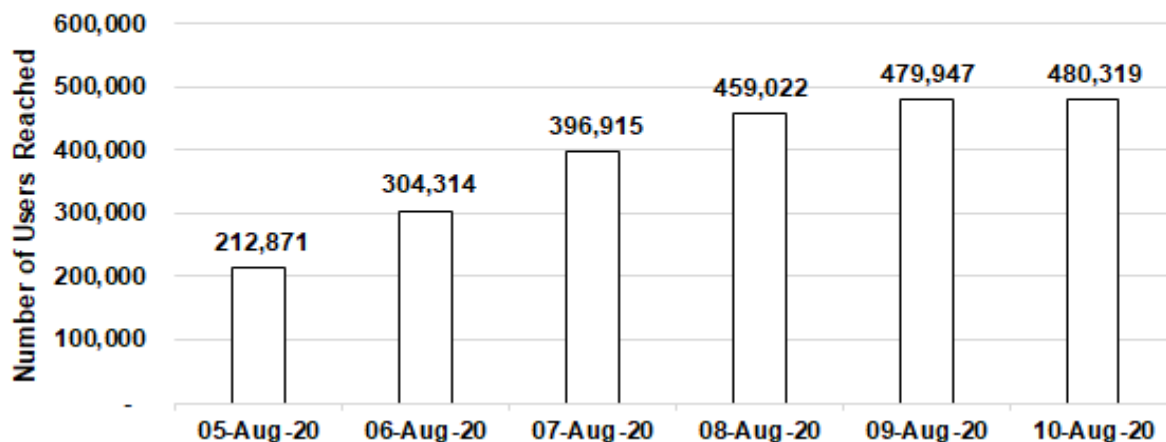


Masrawy, Youm 7 (27 million users)

How did candidates find out about the scholarship?



Number of Users Reached: Digital Campaigning After Thanaweya Amma Results were Announced





## USAID Scholars Activity Applications Screening, Interviewing and Home Visits Processes

During this reporting period, the following activities have taken place in the applications screening, candidates interviewing and home visits.

### Applications Screening:

The USAID Scholars Activity recruitment campaign which was launched on June 12, 2020 has resulted in receiving 4406 applications from governorates all over Egypt. Immediately after the applications deadline, AFS started the screening process for the received 4406 applications which are classified as follows:

**Table (1) Number of Applications received by Governorate**

Governorate	Number of applications Received	Governorate	Number of applications Received
Alex	194	Ismailia	42
Assiut	235	Kafr El Sheikh	63
Aswan	131	Luxor	189
Beheira	110	Marsa Matrouh	18
Beni Sueif	249	Menofeya	231
Cairo	501	Minya	703
Dakahlia	124	New Valley	31
Damietta	57	North Sinai	20
Fayoum	111	Port Said	41
Gharbia	120	Qaliyobia	153
Giza	394	Qena	158
Sohag	222	Red Sea	75
South Sinai	36	Sharkeya	158
Suez	36		
TOTAL		4,406	

*Application screening stage of the 4,406 applications resulted in having 2,101 Eligible candidates; and 2,305 Ineligible candidates; 184 of which are Takafol and Karama and 84 students with disabilities.*

The ineligibility of the applications was based on the following;

- 1- Incomplete applications
- 2- Incomplete essential requested documents
- 3- Type of school

### Application Technical Review and Essay Assessment:

The 2,101 eligible candidates were filtered down to 560 candidates according to the criteria developed by the USAID Scholars Activity and approved by USAID. The criteria were developed according to the following metrics:

- Equitable gender balance; females constitute 50% of the scholarship shortlisted scholars
- Full country coverage, including rural areas and secondary cities from socio economically-marginalized sectors. (villages then marakez then cities)

- Governorates proportional distribution considering;
  - a. Population density. Source: <https://www.capmas.gov.eg/Pages/populationClock.aspx#> Accessed August 27, 2020.
  - b. Schools in the poorest villages or governorates according CAPMAS and Newton Thanawya Amma Research Study highlighted in the excel sheet.
  - c. Governorates with population density less than 0.5%, have a minimum of 4 eligible applicants. There were 9, 28, 13 and 17 eligible applicants from North Sinai, Red Sea, New Valley and South Sinai respectively. It was seen as necessary not to risk overlooking the frontier/border governorates.
- All eligible candidates with disabilities (32 applicants)
- All eligible Takaful and Karama students (78 applicants)
- All eligible orphans applied (2 applicants)
- Applicants who got the highest scores in all areas of; Application, Essay Review and Financial status.

The above selection criteria were primarily focused on the geographical distribution of the applications that the number of candidates who are eligible to be selected in each governorate proportioned to the population density in each governorate. The poorest villages and governorates as per CAPMAS and Newton Thanawya Amma Research Study have been given priority. *Please refer to Annex (2) of this report for the Geographical Distribution of the Eligible Candidates.*

### Interviews Phase:

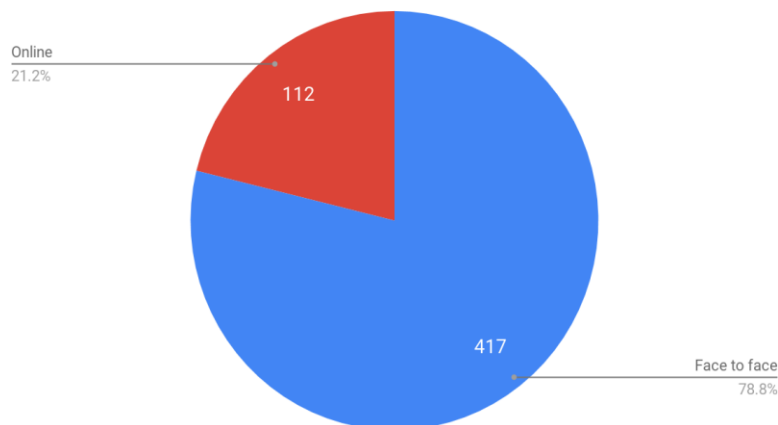
Based on the approved interview phase criteria, AFS-Egypt contacted the short listed 560 candidates, invited them for interviews and gave them the choice between face-to-face and online modalities. All the 560 eligible candidates received a Google form that allowed them to register for the interview with their preferred modality. Interviews were scheduled on four days; three face-to-face, September 3<sup>rd</sup>, 4<sup>th</sup> and 11<sup>th</sup>, and one day, September 12<sup>th</sup> was designated for online interviews, at AUC Falaki Academic Center.

AFS-Egypt conducted a total of 529 interviews classified (a per the applicants' documented preference) as follows:

- 417 Face-to Face Interviews at AUC Falaki Campus
- 112 Online Interviews via Zoom (also used AUC Falaki Campus to host interviewers)

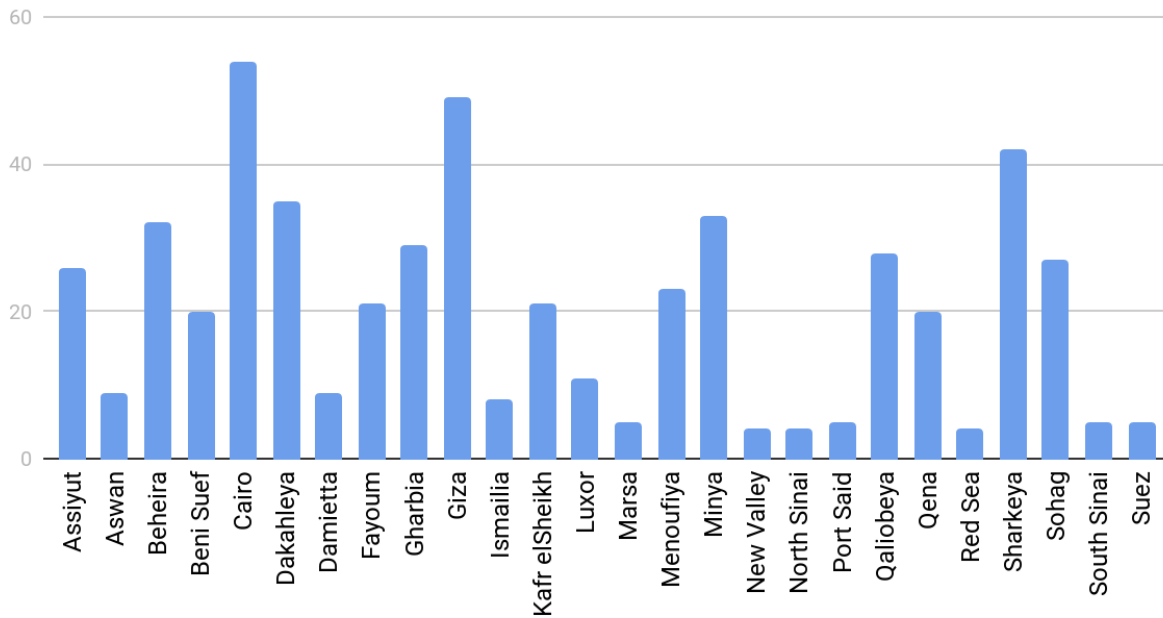
The remaining 31 candidates either declined the scholarship or did not respond to the Google Form, where they entered their preference for interview modality.

Method of Conducting Interviews (529 interviews)



**AFS-Egypt Interviews Training:**

**Interviews per Governorate**



On August 28th, 2020 and prior to the actual implementation of the interviews, AFS- Egypt conducted training attended by the volunteers who will participate in the interviews. The training was conducted by Manara Cultural Training Center<sup>1</sup> at AFS-Egypt premises on 6th of October and attended by approximately 35 volunteers who worked with AFS on several other projects.

The training was divided into two parts; the first part focused on orienting the volunteers on the USAID Scholars Activity and its objectives. Also, the application and the different sections it includes and the most important sections that the volunteers should focus on during the interview. The second part of the training was devoted to role play and simulation where young volunteers assumed the role of the candidates and the volunteers interviewed them. This simulation was followed by feedback and comments from the facilitators and other participants.

**Home Visits:**

The list of the 529 students who attended the online and face-to-face interviews was filtered down to 230 students who are eligible to receive a home visit by AFS-Egypt volunteers.

The 230 students were selected based on the following criteria;

**First:** Tanseeq Results

*The colleges that the students got through el Tanseek must match the majors that USAID Scholars Activity is offering.*

**Second:** Applicants who achieved the interviews cut-off score and beyond

*Cut off score is 20 out of 50*

**Third:** All eligible students with disability who achieved the interview cut off score of 20 or more

All Takaful and Karama students who achieved the interview cut off score of 20 or more

Financial Need: *Cut-off score around 50 out of 190*

**Fourth:** Full country coverage

<sup>1</sup> Al Fanar is AFS training center for volunteers

**Fifth:** Gender balance to the extent possible

The majority of the 230 Candidates received home visits by AFS-Egypt volunteers during September. Home visits for the rest of the candidates will continue during the first week of October with the exception of North Sinai which will be conducted online due to security reasons.

**Table (2) Number of Home Visits Distribution by Governorate**

Governorate	Students Selected for Home Visits	Governorate	Students Selected for Home Visits
Cairo	25	Beni Sueif	8
Giza	21	Kafr El Sheikh	8
Sharkeya	13	Qena	10
Dakahlia	12	Aswan	3
Beheira	13	Damietta	3
Minya	14	Ismailia	2
Qaliyobia	11	Luxor	10
Alex	17	Port Said	2
Sohag	11	Suez	2
Gharbia	7	Marsa Matrouh	2
Assiut	10	North Sinai	2
Menofeya	10	Red Sea	2
Fayoum	9	New Valley	2
South Sinai	1	<b>Total</b>	<b>230</b>

The schedule started on September 18<sup>th</sup> through October 3<sup>rd</sup>, some governorates will be covered over many days in the timespan of 16 days.

**Home Visits Schedule:**

AFS-Egypt is in the process of holding 230 home visits (both online and in-person) while observing all precautionary measures such as the use of face masks and sanitizers for the physical home visits. AFS-Egypt opted to conduct online home visits for security reasons such as North Sinai.

**Table (3) Home Visits Schedule**

Governorate	Number of visits	Start Date	Governorate	Number of visits	Start Date
Cairo	25	20/9	Dakahlia	12	19/9
Giza	21	18/9	Beheira	13	21/9
Sharkeya	13	1/10	Minya	14	23/9
Qaliyobia	11	20/9	Gharbia	7	23/9
Alexandria	17	21/9	Assiut	10	24/9
Sohag	11	27/9	Menofeya	10	30/9
Fayoum	9	25/9	Qena	10	24/9
Beni Sueif	8	23/9	Aswan	3	24/9

Kafr El Sheikh	8	29/9	Damietta	3	28/9
Ismailia	2	27/9	Suez	2	2/10
Luxor	10	24/9	Marsa Matrouh	2	22/9
Port Said	2	27/9	North Sinai	2	Online <sup>2</sup>
Red Sea	2	1/10	South Sinai	1	20/9
New Valley	2	25/9			

The results of the home visits and the final selection of cohort 1 scholars and alternates will be reported during FY21, Q1.

### **AFS-Egypt Home visits Training:**

On September 7<sup>th</sup> AFS-Egypt conducted two online training sessions for the volunteers who will undertake the home visits. The entire AUC team participated in the two training sessions. The training included different scenarios that the interviewers need to consider while verifying the financial status of the candidates. During the second half of the training, participants were divided into groups to join the breakout rooms to evaluate real/authentic applications. Volunteers were specifically asked to observe the most catching notes from the application that would translate to different scenarios other than what is stated in the application.

The training was an eye –opener on the home visits’ protocol. It has served to explain where the visits fall on the timeline, their purpose, their ethic and dress code, and the importance of observing gender balance and hygiene. It was also highlighted not to improvise on behalf of the USAID Scholars Activity regardless of how much the family of the candidate wants an answer. Different measures and precautions were explained in light of COVID-19 to ensure the safety of both the volunteers and family members visited.

## **USAID Scholars Activity Communication Plan**

The work on devising the USAID Scholars Activity Communication Plan is initiated to communicate the USAID Scholars Activity objectives, achievements, and results. This will assist in promoting the concepts of equitable access to higher education and quality education for employability and economic development, in sectors of high economic priority. *Annex (3) for the USAID Scholars Activity Communication Plan.*

## **Jameel Poverty Action Lab (J-PAL<sup>3</sup>)**

As per the MEL plan, the USAID Scholars Activity will call upon, to the extent feasible, AUC’s long-established centers and units with proven track records in areas related to the Activity’s MEL system. These include, among possibly others: IT; Strategy Management and Institutional Effectiveness (SMIE); Access to Knowledge for Development Center (A2K4D); Center for Learning and Teaching (with its expertise in formative assessment); and, the Abdul Latif Jameel Poverty Action Lab (J-PAL). AUC is now hosting the Jameel Poverty Action Lab (J-PAL) as the new regional research center in the Middle East and North Africa that focuses on alleviating poverty and improving lives through evidence-informed policymaking. One significant sector of J-PAL interest is to measure to what extent interventions/training and study opportunities make a difference in the lives of disadvantaged students.

<sup>2</sup> Due to security reasons, AFS-Egypt will conduct this activity online - (to be scheduled)

<sup>3</sup> The Abdul Latif Jameel Poverty Action Lab (J-PAL) is a global research center working to reduce poverty by ensuring that policy is informed by scientific evidence. Anchored by a network of 227 affiliated professors at universities around the world, J-PAL conducts randomized impact evaluations to answer critical questions in the fight against poverty.

J-PAL showed interest in studying the interventions offered by the Scholars Activity program, while looking also at previous similar programs, such as LEAD.

On Wednesday August 26<sup>th</sup>, 2020, AUC team met with representative of the J-PAL to understand more about their scope of work, and what kind of research and impact could be measured to evaluate the immediate impact that USAID Scholars Activity could have on the students in their post academic life and if they will be able to;

- 1- Contribute to their community
- 2- Impact their peers positively
- 3- Enhance their entrepreneurship skills through the start-ups/companies they created
- 4- Become leaders with enhanced leadership skills and assume leadership roles.
- 5- Improve their English Language Proficiency skills
- 6- Benefit from Career Follow-up and Guidance reflected in their ability to join the job market
- 7- Qualify to Join the study abroad program

During the discussion, J-PAL team highlighted the fact that they are not a consulting agency. They do not charge money for their research studies and their professors volunteer their services. However, costs associated with data collection will need to be paid. The USAID Scholars Activity team filled out and submitted a match-making form to J-PAL in order to give them an idea on how best the Activity could benefit from their services.

## **Zewail City of Science and Technology Update**

Zewail City of Science and Technology, according to a decree from the Supreme Council of Universities, has become part of the Tanseek system, and hence will be treated as other public universities. This has come as one of the challenges facing the program, given that this information was not available at the time of the scholarship announcement. In addition, Zewail City has announced that they would not accept resident students this year due to the COVID-19 situation.

## **English Language Component**

Both the One-Month Pre-Academic Program and the Preparation Year (for nominated AUC and Zewail students) will be conducted online. The third program is the Supplemental English Language Program designed to engage the students who are enrolled in Cairo, Ain Shams, Mansoura, Assiut and Alexandria Universities in English language activities throughout the Academic year. This program will be delivered through an online modality as well. The students will participate in this program through the online modality. Course content will cover critical thinking activities, information and digital literacy skills and academic content in English through reading, writing, listening and speaking. At the end of each course, students will need to pass an assessment to qualify for the course at the next level.

The different available pre-test options include paper-based ITP TOEFL and IELTS, computer-based IELTS, and iBT TOEFL that all require physical attendance of the test candidates. Other online exams, such as the IELTS Indicator and TOEFL Home Edition are not feasible options because they are either not being offered in Egypt, do not allow group registration or will cease to exist after October 30. Given the directions received from USAID AOR, no physical events can be arranged under any USAID activity at this stage AUC team has already been looking into other options that allow students to sit for a pre-test through an online modality.

## **Cohort 2 Online Application System**

AUC is currently working on designing an online application system for Cohort 2, which the Activity did not have the chance to do given the time constraints between award and launch of the project amidst COVID-19 lockdown. The online Application is a digital database, to solicit adequate information on the applicants' basic information, community service and extracurricular activities, financial need data, and essays. AUC started to work on this project based on lessons learned driven from the Cohort 1 application system. Too many challenges have been faced with the paper-based application that all necessitated working on that front and using an online application system to improve the quality of the process and decrease the amount of labor needed to collect and follow up on the application back and forth with the Post Office as well as allowing real time statistics generated

This online application system will be designed to easily interphase with the USAID Scholars Activity database. This project will provide a consistent and solid data management system that includes all scholarship recipients and protects the validity of the data.

## **Study Abroad Component:**

### **USAID TEAMS Orientation**

On August 18th, 2020 AUC attended "From TRAINET to TEAMS" webinar organized by USAID and conducted by TEAMS in Washington DC. The webinar tackled the TEAMS application and highlighted changes from TRAINET and new features in TEAMS through the presentation of the application itself. Following the meeting, USAID Scholars Activity requested a more in-depth training on the system which is new to the AUC team who will work on the Study Abroad component. USAID advised that the AUC team could watch the 10 tutorial videos associated with TEAMS which will share in due respect. Then, if there is still a need for further training, it could be facilitated.

### **AUC International Program Office (IPO)**

The AUC team met with the Senior Director of International Programs (IPO) at AUC where they discussed the selection criteria they use for the selection of the students who are eligible to travel for the U.S. semester abroad in addition to the steps that the students must take to complete all the requirements to travel abroad. The AUC Senior Director of International Programs stated that in order for the students to be eligible for the U.S. Semester Abroad they must have a minimum GPA of 3.2, they need to be in the sophomore year while applying, they need to be declared and meet English proficiency requirements at the time of applying. Lessons learned with previous scholars were also discussed including the most appropriate time to start working on the process of the semester abroad for the scholars. Finally, the Senior Director of the IPO promised to put the AUC team in contact with the New York Office to better coordinate efforts in the coming period and also to share the contact information of the 69 universities that AUC has partnered with in the U.S. to start the communication in that regard.

## **AUC Center for Students Well-being (CSW) Memorandum of Understanding (MoU)**

AUC team is currently finalizing a Memorandum of Understanding (MOU) with the Center for Student Wellbeing, including their future role in supporting the public university disability centers. This MoU includes the following roles and responsibilities of the CSW in addition to the reporting requirements to ensure that the scholarship recipients are provided with the needed support to continue progressing in their academics and social integration.

- Review and support the application process to ensure that it is user-friendly to students with disability.
- Orient and train service providers during the recruitment and selection process to ensure the provision of an inclusive environment for students with disabilities.

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- Provide support to AUC USAID Scholars Activity coordinators in monitoring and following up on student's well-being.
- Provide support to students that are considered at risk (2.0 GPA or below) of losing their scholarship and helping to put them back on track.
- Nominate/Provide access to a Psychological Advisor to support and lead students' mental, emotional, and psychological health across all the partner universities. This Advisor will also participate in some student selection activities, such as the Final Selection Camp and On-boarding Orientation.
- Conduct Workshops with the aim of raising students' awareness about maintaining their well-being, through the "Better You," "Healthier You," "Able You" series.
- Raise awareness through social media on the subject matter amongst the program SwDs as well as other interested students.
- Assess the need for and select the appropriate tools for partner university disability centers.
- Design and deliver Outreach Sessions to build partner university center staff, faculty and administrators' capacities.
- Train staff of the disability centers located in partner universities on the best practices and tools that promote the efficiency of those centers.
- Help facilitate a Study Tour at AUC to improve the partner university disability centers efforts in building their capacities.
- Help train partner universities' coordinators, facilitators, students, staff and faculty of the AUC USAID Scholars Activity on the Student Health 101 website and how to make the best use of it.

### **CSW Capacity Building Activities for AFS-Egypt teams**

AUC organized two capacity building sessions for AFS volunteers facilitated by the CSW personnel. The first one which was conducted on September 2<sup>nd</sup>, 2020 focused on how to deal with the students with disabilities during the interviews. The second one is scheduled to be conducted on October 6<sup>th</sup>, 2020 and will tackle the techniques and messages that should be delivered during the online camp which is designed to include the students with disabilities among other students.

### **USAID Scholars Activity Technical Steering Committee**

AUC established the Technical Steering Committee to provide support and guidance to the USAID Scholars Activity throughout the lifetime of the project. This committee includes high profile experts and major stakeholders who support the implementation efforts and build strong synergies with major USAID projects while ensuring private sector collaboration to achieve program objectives.

During this reporting quarter, the USAID Scholars Activity interviewed six candidates of the USAID scholarship programs alumni nominated by USAID as per guidance from the relevant project directors. The evaluation of the candidates was based on a scoring rubric that includes all the metrics required to provide a fair assessment of the proposed candidates. *Please refer to Annex (4) of this report for the Scoring Rubric and Annex (5) for the Technical Steering Committee Terms of Reference*

The interview panel decided on selecting 2 candidates from LOTUS Program and HEI/STEP Program who were the best to express how they will contribute to the mandate of the Steering Committee and for their similar backgrounds to the program's anticipated scholars.

Having all the members on board, the first Technical Steering Committee is scheduled to be convened on October 7<sup>th</sup>, 2020. The TOR was shared and approved by USAID.



**Table (4) USAID Program Alumni Candidates**

	<b>Title</b>
1	LOTUS Program
2	HEI/STEP Program
3	HEI/STEP Program
4	HEI/STEP Program
5	HEI/STEP Program
6	HEI/STEP Program

## **Recruitment of Project Staff**

Upon USAID/Egypt’s approval of the proposed candidates for COP and DCOP positions, AUC proceeded with their recruitment and they were officially on-board starting May 3rd, 2020. AUC was working diligently on the hiring process for the remaining project staff where remarkable progress has been achieved and the following staff will be on board starting the month of July 2020:

1. MEL Senior Manager –starting date July 1<sup>st</sup>, 2020
2. Administrative Assistant –starting date July 1st, 2020
3. Alexandria University Coordinator –starting date July 15<sup>th</sup>, 2020
4. Assiut University Coordinator –starting date July 15<sup>th</sup>, 2020
5. Mansoura University Coordinator –starting date July 15<sup>th</sup>, 2020
6. Lead Coordinator and AUC Coordinator — starting date August 16th, 2020
7. Partnerships and Programs Manager — starting September 1st, 2020
8. Cairo University Coordinator – starting date August 9th, 2020
9. Accountant –starting date September 1st, 2020

Additionally, the recruitment of the remaining positions will be finalized during the next quarter so that the full team is on board. It is important to mention that the AUC selection of staff ensured that all personnel have relevant previous experience and capacity to ensure program successful implementation.

## **Monitoring and Evaluation**

### **USAID Scholars Activity MEL Plan**

AUC submitted a second draft of the MEL plan after addressing USAID and SIMPLE comments and questions. The AUC team met with members of the Program Office, M&E and AOR on September 1, 2020 to discuss these comments in detail and decide on the set of indicators that the Activity will report on throughout the lifespan of the Activity. The AUC team conducted a thorough review after which a second draft was submitted for AOR approval on September 20, 2020 on creating the relevant tools and systems to implement this plan.

### **Internal Observation Form for Physical and Online Interviews**

In order to administer the Internal Monitoring process of the interview phase, the MEL Manager created an Observation sheet that includes all the areas of the interviewing in a holistic manner. The Observation Form was not created for the candidate’s assessment, but for to monitor the process and flow of the selection interviews and to ensure that interviewers follow interview protocols. The observations of different team members were recorded and communicated to AFS for corrective action. Another observation tool will be created to monitor the Online Selection Camp and will be shared during the next quarter.

## One-Year Activities Implementation Plan under COVID-19

Given the importance of highlighting the activities that, under COVID-19, will be re-designed and will require budgetary changes of any kind, USAID Scholars Activity drafted a one-year activities implementation plan under COVID-19 and submitted it to USAID for review. Budgetary implications are included in this plan to be communicated with the USAID AOR for review and approval to be able to move forward under these unprecedented times. *Please refer to Annex (6) of this USAID Scholars Activity First Year Implementation Plan under COVID-19*

## Challenges and Action Taken

The lockdown due to the COVID 19 has posed and still posing several external and internal challenges:

**Table (5) Challenges and Action Taken**

Challenges	Actions Taken
The repercussions of the evolved COVID-19 situation on different aspects of project's timeline for the outreach, recruitment and selection activities.	AUC worked with the service providers on risks and mitigation measures following the GOE public announcements.
Limited availability of physical outreach for Cohort 1	AUC planned and augmented in collaboration with its service providers, digital networks, keeping in mind the unstable and inconsistent availability of internet access in the remote areas being targeted by the project. The digital campaign was successful and resulted in receiving 4406 applications.
Conducting the selection camp using the online modality. Given that it is the first time for the service provider, AFS-Egypt, to conduct this camp online.	<ul style="list-style-type: none"> <li>- AFS-Egypt organized training sessions for staff and volunteers participating in the camp. Rehearsals were conducted to ensure that the process will be smoothly handled.</li> </ul> <p>AUC, Falaki Campus, harnessed all its facilities to ensure smooth implementation of the online camp.</p>
AFS-Egypt requested support from AUC in dealing with students with disabilities either through the interviews or through the online camp	AUC/CSW provided AFS-Egypt with two training sessions on the protocols of dealing with students with disabilities during both the interviews and online camp.
The unavailability of online testing for the newly admitted scholars	After considering all exam options, AUC decided on using TOEFL ITP with all its binding requirements; considering all challenges and availability of the exam.
Changes in Zewail City status and leadership	The sub-agreement is revised to reflect the new changes in the leadership which might take more time to review again on the part of the new president due to the university being part of the Tanseeq processes for the first time which has resulted in many complications.
Zewail City has announced that they would not accept resident students this year due to the COVID-19 situation. Also, Cairo University announced that the dorm will only allow for single and not a double accommodation. The fees of the dorms in both Cairo and Alexandria have been increased to \$350/month as per the directive issued by the Supreme Council of Universities in September 2020.	The Cairo and Alexandria Universities dorms status and increase in prices will result in budget implications.

<p>The Ministry of Higher Education and Scientific Research has announced, blending traditional classroom experience with online courses during the academic year.</p>	<p>AUC was able to adapt very quickly to online learning since Spring 2020. Other Public Universities are getting ready to work on the infrastructure to allow for social distancing when the face-to-face modality is used. Budget implications will occur to support the online learning modality for cohort 1 students.</p>
<p>Thanawya Amma exams were postponed for two weeks. This caused a delay in the release of the results and the start of the Tanseeq process. In addition, it impacted the planned activities timeline and the evolvement of more uncertainties around the recruitment and selection process of Cohort 1 students.</p>	<p>AUC adjusted the timeline of the planned activities and ensured that the delay does not seriously impact the process. AUC was monitoring closely the service providers to make sure that they had mitigation plans for all the challenges and uncertainties that were hovering around the recruitment and selection process.</p>
<p>Delay in the release of the STEM Tanseeq results which presented a challenge in envisioning the prospective scholars' majors.</p>	<p>Once Tanseeq results were out on October 13<sup>th</sup>, 2020, AUC was able to apply the criteria for the selection on the shortlisted STEM candidates</p>
<p>Matching the Tanseeq result of the short-listed candidates with the majors offered through the Activity.</p>	<p>This process was facilitated in collaboration with the partner universities.</p>
<p>Decline of 18 of the primary selected candidates after accepting the scholarship.</p>	<p>Selecting other candidates from the alternate list to replace the declining students.</p>
<p>Delay in the receipt of procured laptops for Cohort 1 students</p>	<p>The Activity is looking into the option of renting laptops (which is unprecedented in AUC) until the procured laptops are received and operational.</p>
<p>Working on the transition of the 27 Scholars of the COE for Energy while managing the selection and placement of the USAID Scholars Activity Cohort 1 students.</p>	<p>USAID Scholars Activity team worked diligently on both major fronts to ensure the optimum delivery for tasks at hand.</p>

## Upcoming Activities

- Submission of AWP2021
- Submission of the FY2020 Annual Progress Report.
- Cohort 1 Online Selection Camp
- Technical Steering Committee First Meeting
- Final Selection of 140 cohort 1 scholars in addition to 30 alternates.
- Signing of the students' agreements and the Partner Universities Sub-agreements
- Placement of 140 scholars in seven public and private universities, 33 of which will start a preparation year.
- Onboarding Orientations by AUC for all the selected scholars
- Specific Onboarding Orientations by each partner university
- Cohort 1 Scholars enrollment in one-month pre-academic English Language and Cultural Experience program.
- Finalizing the hiring process for the remaining project staff

# Annexes

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## **Annex (1) Strategic Advisory Board Terms of Reference**

### **USAID Scholars Activity**

### **Strategic Advisory Board**

### **SOW**

#### **General Background**

The Scholars Activity Program is funded by the United States Agency for International Development (USAID) with the support of the American people under Cooperative Agreement No. 72026320CA00002. The Program is managed by the American University in Cairo (AUC), a leading English-language, American-accredited institution of higher education and center of intellectual, social and cultural life of the Arab world. Its community of students, parents, faculty and staff, trustees, alumni and other generous sponsors represent more than 60 countries. The project is implemented through a strong consortium of public and private nonprofit institutions of higher education in Egypt.

Scholars Activity Program offers comprehensive scholarship packages to 700 talented and deserving Egyptian students to obtain degrees from Egyptian public and private universities in fields of studies that are important to Egypt's current and future development. The Scholars Activity aims to accomplish the following:

- To identify and empower young women and men who have demonstrated academic excellence, leadership, and involvement in their communities;
- Creating a cadre of potential leaders and change agents who will contribute through innovations and scientific research to the key technical fields that are critical to the economic development of Egypt.
- Enhancing the responsiveness of university graduates' skills to the needs of the public and private sector.
- Enhancing the demonstrated and potential leadership of participants to lead in their professions, communities, and country through paid and voluntary activities.
- Increasing English language proficiency amongst scholarship recipients, enabling them to perform confidently in English in academic, professional, and social contexts, and to compete in the job market.
- Establishing early entrepreneurship training combined with experiential models for learning, students' internships, and a study abroad component.
- Networking activities between students, businesspeople, faculty, and entrepreneurs to create, act, or recognize commercial opportunities and or solving development challenges.

The Scholars Activity recipients will attend one of six public and private universities participating in the Program:

- The American University in Cairo
- Cairo University
- Ain Shams University

- Alexandria University
- Assiut University
- Mansoura University
- Zewail City of Science and Technology

AUC will form an Advisory Board with a mandate of setting strategic placement policies and direction at partner universities for the life of the activity. The Board will be chaired by AUC Counselor, the former Secretary General of the Egyptian Supreme Council of Universities and will include the Presidents of all partner universities and the current Secretary General of the Supreme Council of Universities. The Board will convene bi-annually and will work within the following scope;

- Deciding on adding the nursing field of study to the mandate of the Scholars Activity.
- Setting strategic placement policies and directions at the partner universities for the life of the project
- Ensuring planning for cohort 1 is integrated into partner universities admission strategies for Academic Year 2020-21.
- Decide on the number of slots that will be made available at each of the faculties of the partner universities.
- Approve the final placement decision of cohort 1 candidates.
- Support the COP by providing advice and strategic guidance during the launch and implementation of the Activity and will monitor progress and make recommendations.
- Strategic support and guidance to ensure strong synergies with USAID projects while ensuring private sector collaboration and buy in to achieve program objectives.
- Discuss critical and sensitive issues as they arise.

**Annex (2) The Geographical Distribution of the Eligible Candidates**

<b>Governorate</b>	<b>Number of applications Received</b>	<b>Population Density Per Gov.</b>	<b>Recommended Number (based on the 560 applications we want to get)</b>
Cairo	238	9.9	55
Giza <sup>4</sup>	188	9.1	51
Sharkeya	78	7.5	42
Dakahlia	68	6.8	38
Beheira	50	6.5	36
Minya	241	5.9	33
Qaliyobia	71	5.9	33
Alex	100	5.7	32
Sohag	90	5.4	30
Gharbia	69	5.2	29
Assiut	85	4.7	26
Menofeya	105	4.5	25
Fayoum	45	3.8	21
Beni Sueif	104	3.7	21
Kafr El Sheikh	30	3.5	20
Qena	64	3.4	19
Aswan	53	1.6	9
Damietta	30	1.6	9
Ismailia	20	1.4	8
Luxor	95	1.3	7
Port Said	30	0.78	4
Suez	18	0.76	4
Marsa Matrouh	6	0.68	4
North Sinai	9	0.45	3
Red Sea	28	0.38	2
New Valley	13	0.25	1
South Sinai	17	0.11	1
<b>Total</b>	<b>1945</b>	<b>100.81</b>	<b>565</b>

<sup>4</sup> The highlighted cells are for the poorest villages and governorates as per CAPMAS and Newton Thanawya Amma Research Study



**Annex (3) USAID Scholars Activity Communication Plan**

**USAID SCHOLARS ACTIVITY**

**Cooperative Agreement No. 72026320CA00002**

**Communication Strategy**

**Phase 1**

**June 2020-May 2021**

## Background

The Scholars Activity Program is funded by the United States Agency for International Development (USAID) with the support of the American people under Cooperative Agreement No. 72026320CA00002. The Program is managed by the American University in Cairo (AUC), a leading English-language, American-accredited institution of higher education and center of intellectual, social and cultural life of the Arab world. Its community of students, parents, faculty and staff, trustees, alumni and other generous sponsors represent more than 60 countries. The project is implemented through a strong consortium of public and private nonprofit institutions of higher education in Egypt.

USAID Scholars Activity Program offers comprehensive scholarship packages to 700 talented and deserving Egyptian students to obtain degrees from Egyptian public and private universities in fields of studies that are important to Egypt's current and future development. The Scholars Activity aims to accomplish the following:

- To identify and empower young women and men who have demonstrated academic excellence, leadership, and involvement in their communities;
- Creating a cadre of potential leaders and change agents who will contribute through innovations and scientific research to the key technical fields that are critical to the socio-economic and environmental development of Egypt.
- Enhancing the responsiveness of university graduates' skills to the needs of the public and private sector.
- Enhancing the demonstrated and potential leadership of participants to lead in their professions, communities, and country through paid and voluntary activities.
- Increasing English language proficiency amongst scholarship recipients, enabling them to perform confidently in English in academic, professional and social contexts, and to compete in the job market.
- Establishing early entrepreneurship training combined with experiential models for learning, students' internships and a study abroad component.
- Networking activities between students, businesspeople, faculty, and entrepreneurs to create, act or recognize commercial opportunities and/ or solving development challenges.

The Scholars Activity recipients will attend one of seven public and private universities participating in the Program:

- The American University in Cairo
- Cairo University
- Ain Shams University
- Alexandria University
- Assiut University
- Mansoura University
- Zewail City of Science and Technology

## Activities of the Project:

A primary aim of the USAID Scholars Activity is to provide scholarships and support to 700 talented students from underprivileged families. Scholarship recipients will be referred to as Activity Scholars. To accomplish this, the following activities will be planned and implemented on the following main areas:

- Student Recruitment and Selection
- Screening Process
- Selection Criteria and Admission Process
- Criteria for Continuation of Scholarship
- Orientation and On-Boarding Program
- Student Support Services
- Housing

The program will then provide services to enable USAID Activity Scholars to succeed in their university academic life, to gain leadership and entrepreneurship skills and to focus on career development after receiving a university degree. To accomplish this, the following activities will be planned and implemented:

- Leadership and Skills Development
- Internship Opportunities.
- Entrepreneurship Training
- English Language Training and Appropriate Cultural Experiences
- Job Placement and Networking
- Study Abroad in the U.S.

And finally, AUC will be implementing capacity building activities for the team working at the Centers for Disabilities established at the partner universities. These activities include;

- Implementing outreach sessions with faculty and administrators to conduct training and improve the established centers for disabilities
- Providing training and coaching for center staff on management of different types of disabilities;
- Developing standards for the provision of reliable disability support services.
- Empowering and supporting universities' administration, staff, and students to embed inclusive practices.

## Goal

Communicate the USAID Scholars Activity objectives, achievements, results and promote the concepts of equitable access to higher education and quality education for employability and economic development, in sectors of high socio-economic and environmental development priority that are included in the scientific majors of the scholarship.

## Objectives

- Announce the program and publicize the activities, advantages and the positive impact on students.
- Outreach at least 51.5% of Thanawya Amma students over 27 governorates and get more applicants.
- Encourage stakeholders, partners, potential partners, business and industry support, through delivering the tangible benefits that the Activity scholars brings to workforce and labor market needs as well as economic development. internships – Funding innovative project ideas....)

- Influence students through underlining the link between the scientific majors of the scholarship and the sectors of high economic priority (agriculture, energy, water and nursing) defined at Egypt's plans, and how this will give excellence to graduates of those sectors as well as high employability opportunities.
- Highlight the collaboration between USAID and AUC that contributes to Egypt's 2030 Sustainable Development Strategy.

## **Target Audience**

### **3.1 Primary Audience for the Activity include:**

- Students who meet the criteria of the USAID Scholars Activity, along with their families and teachers.
- Stakeholders with interests in the program – including HEI officials, seven participating universities and other universities in Egypt, and the private and public sector institutions that will serve as potential internship hosts and employers for USAID Scholars Activity alumni.

### **3.2 Secondary Audience for the Activity include:**

- Beneficiaries' community at large, and the Egyptian people.
- Media
- General public

## **Key messages**

The message will focus on the objectives of the USAID Scholars Activity making sure that all assistance funded under the program is from the American people. The following messages will be incorporated in written documents and presentations, as well as in electronic form and other modes of communications, as described below. It will also be conveyed orally at conferences and workshops, and when speaking with the media and project partners.

## **Key Program Messages**

- USAID Scholars Activity offers a quality education that incorporates knowledge, experiential learning, research, entrepreneurship, labor market preparation, and innovation.
- USAID Scholars Activity leads to enhancing the responsiveness of university graduates' skills to the needs of the public and private sectors.
- USAID Scholars Activity nurtures the students' leadership, cognitive and social skills to contribute to their holistic character development as employable individuals, change agents, and future leaders.
- The carefully selected students will receive a full-tuition scholarship to one of seven prestigious and accredited higher education institutions in Egypt.
- Embed inclusive practices for students with disabilities to integrate it in all the Activity messages.

## **Communication tactics and tools**

### **Branding**

Set a theme for the Activity that connects all the outreach tools to ensure recognition, integration and image that creates credibility.

### **Collateral materials**

Produce a set of printed marketing materials that include a folder, a brochure, flyers, rollups, posters and banners for visibility.

### **Inauguration event**

Holding an event under the auspices of USAID and the Egyptian government (Ministry of Higher Education) to announce the Activity, pull attention to the program and engage stakeholders. This event should be attended by policy makers, stakeholders, partners, students, alumni and media.

### **Speaking events**

Key persons speak to groups that represent the activity target audiences and deliver a presentation (it can be online) that covers the key messages in a way that will appeal to the audience of the event.

### **Videos**

Share different versions of videos (created by volunteers or students) about the Activity and the experiment of students (scholarship alumni) as well as success stories. Videos can be presented at events and sent to key stakeholders.

### **Online pages**

Create an interface pages on partner's websites to provide updated information about the activity and keep connected with the target audience. In addition, a fact sheet about the Activity can be posted on the website of the USAID.

Governmental organizations, NGOs and USAID Sister-Project Alumni:

- National Council for Disabilities Affairs, National Council for Women, Ministry of Education, Ministry of Social Solidarity, the Minister of Education, Takaful and Karama and a number of workers' associations such as Engineers Association have made announcements of the program on their social media channels.
- A number of companies in the private sector have officially agreed to take students as interns from the Scholarship Program.
- Alumni from sister USAID projects have participated in a webinar created by AFS to share information about their experience to potential students. More alumni will be contacted to participate in future webinars.

### **Social media**

Use social media platforms (Facebook, Instagram, Twitter, LinkedIn) to post ads, photos and integrated messages on a regular basis about all details, steps, process, benefits, activities, achievements, to engage the target market, and meanwhile get the responses of the target market from their comments, which will help in the continuous development of the Activity, according to the suggestions and needs of the target market.

### **Direct Marketing**

Contact potential applicants directly through university applicants, who apply to the universities and institutions through phone calls and messages to promote the scholarship

Invite targeted Thanaweya Amma students and teachers at each governorate, through the education directorate, to orientation sessions about the scholarship, components and benefits to use the word of mouth tactic in spreading the announcement with credibility.

Release an SMS campaign to all Thanaweya Amma students to publicize the scholarship and call them to action

### **Press Ad**

Publish a press ad at Al-Ahram newspaper once per cohort.



**USAID Scholars Activity – FY2020 Annual Progress Report**

<b>Sponsorship</b>												
<b>Press Ad</b>	x											
<b>Media Relations</b>		x	x	x	x	x	x	x	x	x	x	x

**Campaign Evaluation**

The campaign evaluation plan will take into consideration the impact of the campaign on the key publics measuring the outputs, outtakes and the overall outcomes of the campaign using different evaluation tools such as ongoing media analysis, surveys and questionnaires and outreach measurements.

**Annex (4) Technical Steering Committee Alumni Evaluation Rubric**

Steering Committee Member Rubric		
Scoring based on Interview	Scoring (From 1 - 5)	Notes on Candidate
Please Introduce yourself - What program he/she belonged to - Which University did you graduate from and What major?		
How could the scholarship program you were on have helped us more and better? What was missing? What was not needed?		
How can the scholars better help themselves, their families and their communities?		
Past Experiences in USAID Scholarships - how has it benefitted/enriched you and how do you see yourself adding to the Projects?		
What other experiences have you had that would enable you to provide key planning and strategic decisions in the Technical Steering Committee?		
Tell us about a committee/project that you served on where you had a critical role - please provide examples and also any challenges you faced and how you solved them?		
Please tell us about your work experience and how this would help in your role as a potential member of this steering committee?		
What experiences do you have involving planning and how can you help in this area?		
Finally, what would you consider to be your greatest strength and how you see yourself within the Technical Steering Committee as an Alumni representative for USAID Scholarships?		

Scored by:



## **Annex (5) Technical Steering Committee Terms of Reference**

### **USAID Scholars Activity**

#### **Technical Steering Committee**

#### **SOW**

##### **General Background**

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- Ain Shams University
- Alexandria University

- Assiut University
- Mansoura University
- Zewail City of Science and Technology

AUC will form a Technical Steering Committee which will provide support and guidance to the USAID Scholars Activity and will convene on a quarterly basis.

This committee will include high profile experts and major stakeholders who will facilitate program implementation and build strong synergies with major USAID projects while ensuring private sector collaboration to achieve program objectives.

The Technical Steering Committee consists of ten members as follows;

1. Vice President for Education and Student Affairs of each partner university;
2. COP of Water COE;
3. COP of UCCD;
4. Alumni from USAID scholarship programs;
5. USAID Senior Education Official;
6. MOHE Senior Official,
7. AUC Dean of Students;
8. Founding Director of AUC Venture Lab;
9. A private industry partner representative and;
10. COP of the Scholars Activity Project.

The responsibilities of the Technical Steering Committee will include but not limited to;

- Providing advice and support during the launch and implementation of the scholarship program;
- Discussing implementation progress, challenges and make recommendations as necessary;
- Providing inputs and recommendations to the COP on overall technical strategy and priority setting.
- Maximizing sharing of the best practices and lessons learned during the implementation of similar activities;
- Forming working groups to address specific technical challenges that may arise during the implementation;
- Directing the technical roadmap of the program;
- Other duties as delegated by the Strategic Advisory Board.

**Annex (6) USAID Scholars Activity First Year Implementation Plan under COVID-19**

**USAID Scholars Activity**

**Cooperative Agreement No. 72026320CA00002**

**First Year Implementation Plan**

**under COVID-19**

**September 20, 2020**

**Introduction:**

The USAID Scholars Activity is commencing the implementation of its activities at unprecedented times, as a result of the COVID-19 pandemic. While AUC is working with partner H.E. institutions and service providers on concluding different activities related to the selection and placement of the first cohort, it is still unclear whether the implementation modality will remain as initially foreseen.

The completed stages of the outreach and recruitment activities for Cohort 1 students were implemented using a blended approach of online and limited physical modalities. During the interviewing stage, it was determined in accordance with the candidates’ preferred modality. AFS-Egypt is currently preparing for the implementation of the home visits stage for the shorted-listed candidates who successfully passed the interviewing stage. Home visits will be conducted physically with all the health and safety measures taken by AFS to protect the candidates and volunteers/visitors.

The AUC and partner HE institutions continue to monitor the situation to mitigate the implementation challenges due to the current pandemic and will adjust plans, as needed, to ensure efficient and secure implementation of activities planned to assist the settling in for Cohort 1 scholars. However, opting to the online option for the implementation of the activities will incur budget implications

The following activities are planned to be conducted during FY2021:

<b>Activities</b>	<b>Implementation Modality</b>
Staff Computers	AUC will purchase laptops, instead of regular desktop PCs, to facilitate working from home. Budget implications will occur.
Steering Committee Meetings	Meetings will be conducted online until further notice.
Advisory Board Meetings	Meetings will be conducted online until further notice.
Students’ Orientation by the Activity	Will be conducted online for all the Activity’s scholars
Students’ Orientation by each partner university	Will be conducted online by each partner university.
Signing of the students’ agreements	This will be conducted online unless the students opted to the face-to face option
Pre-test for all students.	We are considering all exam options; TOEFL ITP and TOEFL IBT and IELTS with all its binding requirements; considering all challenges and availability of each exam and working on reaching a decision. Budget implications may occur.
Pre-Academic Program (1 month)	Will be implemented through an online modality. Budget implications may occur.
Education	A blended learning modality depending on the track selected at each partner university. AUC is working with partner universities for an update regarding each major. Budget implications may occur.
Dorms	Zewil City confirmed that they will not accommodate students given the COVID-19 situation. Cairo University also decided that only one student instead of two students will be accommodated per room, situation is being monitored for the rest of the partner universities.
Preparation Year	Will be implemented through an online modality. Budget implications may occur.
Supplemental English	Will be implemented through an online modality. Budget implications may occur.

Student Wellness Workshops	Will be implemented online by the CSW.
Cohort 1 Inauguration Event	This cannot be conducted online for the time being. AUC will continue to monitor the situation and will adjust the plan based on the evolving conditions of the pandemic. Budget implications may occur.
Leadership Activities	Will be conducted online. Budget implications may occur.
USAID TEAMS practical training	This will be attended online by the Activity AUC team members who will undertake the responsibility of administering the study abroad component
Outreach, recruitment and selection of Cohort 2 scholars	This will be implemented online unless the COVID-19 situation changes. Budget implications may occur.
Performance monitoring approach of the Activity implementation	Given the uncertainty surrounding the COVID-19 pandemic, the Activity will continue to closely monitor the situation and adopt an adaptive, blended approach to monitoring its implementation and activities. This approach will combine on-line and, where only safe and appropriate, in-person/on-campus monitoring. The exact monitoring approach will be decided prior to the implementation of every activity, following an assessment of the situation at the time.