

HIGHER EDUCATION COMMISSION PAKISTAN

Higher Education Development in Pakistan (HEDP)

Terms of Reference (TORs)

Program Specialist- Fund Raising/Revenue Generation

Job Title:	Program Specialist- Fund Raising/Revenue Generation
Category:	Project Management
Duty Station:	Islamabad
Type of Contract:	Project Contract
Expected Starting Date:	July 2022
Duration of Assignment:	Till the completion of the project, based on assessment of performance
No. of Position(s):	One (01)

**1. PROJECT DESCRIPTION:**

The Higher Education Development in Pakistan (HEDP) project financed by the World Bank supports the implementation of a subset of activities from the Higher Education Commission's (HEC's) Vision 2025, which is in line with the broader development framework for Pakistan as envisaged in the Government's Vision 2025. The project will be implemented over a five-year period of 2019/20 – 2023/24. More information on HEDP can be found here: <http://projects.worldbank.org/P161386?lang=en>.

**2. INTRODUCTION:**

The financial constraint faced by Pakistani universities is a major challenge which can be overcome by leveraging their infrastructure and educational research expertise. A major reason for Pakistan's inability in its capitalization up-till now has been due to an absence of any financial governance framework which may allow universities to undertake commercial activities and projects. HEC aims to come up with a solution which may help universities in generating revenue/funds and moving towards self-sustainability.

### **3. SCOPE OF WORK:**

The sustainability of public expenditure on tertiary education is one of the core objectives of HEDP Project. The traditional financial resources of universities include government grants, tuition fees, research grants primarily from the government, and examination & affiliation fee. There is a dire need to broaden the resource avenues of the public sector universities as well as to improve universities financial autonomy and governance by using the latest technology. Under the HEDP project, a firm will be hired to:

- (i) develop/improve a fundraising framework and a capacity building strategy for university revenue generation and financial management
- (ii) chalk out a roadmap for implementation of the framework for improved financial management at public sector universities and degree awarding institutes
- (iii) support implementation of the framework in select universities which will then become role model for other universities.

### **4. CORE RESPONSIBILITIES:**

The Program Specialist – Fund Raising/Revenue Generation shall coordinate with the selected firm as stated above, and with the higher education institutions (HEIs) to provide overall management of the activities initiated for development, improvement, and implementation of Revenue Generation framework. The Program Specialist shall organize the mechanisms of revenue generation and implementation of the aforementioned deliverables by using all available resources. Under the direct supervision of Project Coordinator, and in close liaison with the firm, the key responsibilities of the Program Specialist shall include, but not limited to the following:

- Develop work plans to achieve specific deliverables / activities required for advancement of the framework and successful roll-out of these activities
- Coordinate and supervise the assignment given to the selected firm to develop and improve the revenue generation and fund-raising framework, as well as, its approval and adoption by HEIs.
- Arrange Stepwise implementation of the framework by the firm and HEIs.
- Chalk out plans for capacity building of the universities and assist in arranging trainings and workshops
- Analyze the revenue enhancement schemes, programs and projects proposed by the firm and HEIs to be initiated under the revenue generation framework including the necessary approvals and implementation.
- Conduct market research in collaboration with the firm on the programs and projects proposed by the selected firm and universities for revenue generation by using universities' physical and intellectual resources.
- Suggest the areas of improvement in internal processes of these programs and projects
- Develop detailed plans for sustainability of the fund generation through the projects
- Develop in collaboration with the firm and HEIs, specialized road map for implementation of each revenue enhancement program and project including the process of financial transparency throughout the project.
- Ensure relationship management encompassing all the stakeholders of the project
- Arrange meetings, prepare agenda, and draft minutes of the meetings of the concerned committee(s) and periodic review of the progress.
- Ensure that all targets laid down as DLIs and KPIs are achieved in a timely manner
- Oversee utilization of project resources to meet project results within budget and on schedule

## **5. COMPETENCIES:**

- A Master's degree or equivalent (Minimum 16 years of education) in Business Administration/Management Sciences, Financial Management, Accounting or related fields from a reputable national/international university/Institute.
- A minimum of 08 years of experience (after acquiring stipulated qualification) with at least 02 years of experience that involves the planning and design of revenue generation and fund raising/relevant programs & projects. Experience in public sector/HEIs or public financing would be accorded due weightage.
- Preference will be given to those candidates with the following:
- Experience in identification of funding resources through available sources at national or international level
- Experience in developing successful business models for fund raising and revenue enhancement programs.
- Strong written and oral communications skills
- Proven report writing skills
- Proficiency in the usage of MS Office. and experience in handling of web-based data and information management systems
- Familiarity and hands on experience of business management software such as CRM and ERP.

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