

Capacity Building - Framework for Revenue Enhancement and Fund Generation for Public Sector Universities

May 26-29, 2022 At University of Poonch Rawalacot



GROUP PHOTO OF THE PARTICIPANTS

The total federal grant allocated to the higher education sector in Pakistan remains low by international standards and is highly vulnerable to the overall fiscal situation of the country due to competing demands. It is vital that steps are taken to enhance the revenues of public sector universities from non-traditional sources other than government grants. The “Higher Education Development in Pakistan” (HEDP) project financed by the World Bank aims to “strengthening the governance in the higher education sector” that include supporting the financial autonomy of public sector universities.

HEDP has organized a framework for revenue enhancement and fund generation in consultation with more than 100 public sector universities. These universities are in the process of signing MOU with HEC to ensure formal commitment to achieving the goal of revenue enhancement that would reduce dependence on government grants. A capacity building strategy for university managers has been chalked out for creating awareness and developing understanding with a view to implementation of the revenue enhancement framework.

In this backdrop, the second capacity building event was held in the University of Poonch Rawalacot from May 26-29, 2022, for a batch of 22 Treasurers of public sector universities from Balochistan, Sindh Interior, Southern Punjab, KP, and AJK.

The event started with the recitation of verses from the holy Quran. The program went in full flow for four days. The message from Ms. Maryam Riaz, PC HEDP, affirmed that this initiative under the World Bank Project will continue to build capacity of the university managers for revenue enhancement and fund generation. The program included features of the framework for revenue enhancement, as well as, better financial management, guidelines for endowment funds, internal and external audit, and tax matters.



A VIEW OF THE CAPACITY BUILDING PROGRAM

The following resource persons who are highly experienced in their respective fields contributed to the capacity building program:

1. Akbar Khan, MBA, LLB, SAS Ex Financial Consultant Haripur University – Revenue Enhancement and Fund Generation.
2. Mr. Naeem Akhtar Masters, SAS, Lead Resource Person Federal Audit Training Institute – Audit by External Auditor and Improvement in Internal audit System of the Universities.
3. Mr. Shahzad Ahmed Malik, FCMA, CFA (USA), National Member ICMAP, CEO, SAM & Co – Taxation
4. Mr. Abid Shahzad Aslam, M-Phil Business Management, Treasurer Government College University Lahore

It was an interactive program and all participants zealously contributed to the discussion in all sessions. The practical applicability of the concepts was of prime interest to the partakers and pertinent questions were raised. Following are briefly the thematic areas discussed:

- Features of HEC Organizes Revenue Enhancement Framework
- Improvement in Financial management as per HEC Organizes Revenue Enhancement Framework
- Avenues of Revenue Enhancement
- University Development Office and MOUs
- Improvement in Governance in Universities
- New Accounting Model
- Draft Framework for Financial Autonomy for comments and improvements
- Overview of Income Tax Ordinance as amended
- Notices to universities, Responses, Appellate Forums
- External Audit by Auditor General Office
- Value addition by audit in areas concerning economic, efficient, and effective utilization of funds

The Pre- and Post-Training tests showed marked improvement of around 78 % in the understanding and skills of the participants whereas the training lag was only 22 %. An evaluation of the capacity building program was conducted by the participants revealed that 30 % rated it as excellent, 45 % as very good, 22 % as good and only 3 % recommended for further improvements in the accommodation and facilities, though they rated the thematic areas and trainers as very good. .



**ONE OF THE BEST PARTICIPANTS- AWARDED BY CHIEF GUEST
THE VC WOMEN UNIVERSITY BAGH AZAD KASHMIR**

In the comments section, the participants observed that it was a wonderful program organized by HEDP. The resource persons were very good, competent, qualified, and very knowledgeable. The thematic areas were highly relevant and will help universities to improve internal revenue generation. The contents of training were relevant, adequate and with practical applicability. It was rated as an excellent forum for discussion of the issues faced by universities. Very informative and good for executive and Treasurers. The arrangements of the event were appreciable.

It was suggested that such events should be held regularly - at least once in a year.



CERTIFICATE DISTRIBUTION

The participants were also evaluated by the resource persons and two participants were adjudged as the best participants of the program and were awarded mementos. All the participants were awarded the certificates of successful completion and a copy of group photo, by the chief guest.



MEMENTO TO CHIEF GUEST

In the concluding sessions of the program, the chief guest Prof. Dr. Abdul Hamid VC Women University Bagh Azad Kashmir, emphasized the need to look for other sources of revenues for our universities as the government funding is dwindling. He gave the example of the university

of Poonch where he served as treasurer and substantially enhanced the revenues. He stressed that un-productive expenditures of the public sector universities must be curbed. The treasurers must undertake the cost benefit analysis of the new, as well as, ongoing expenditures like the developed countries. He further assured that not only his university will implement the new initiative of revenue enhancement, but he will also assist HEC to convince the vice chancellors of other universities to adopt it.



**AJRAK – THE INTEGRAL PART OF SINDH CULTURE –
PRESENTED TO THE CHIEF GUEST BY PARTICIPANTS FROM THE
SINDH PROVINCE**

Khawaja Zahid Hussain FMS HEC thanked all the participants and the chief guest for gracing the occasion and the event ended successfully.