



The University of the West Indies

CAPACITY BUILDING FOR REVENUE GENERATION: A CASE STUDY OF A MULTIPARTNER COALITION

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Introduction

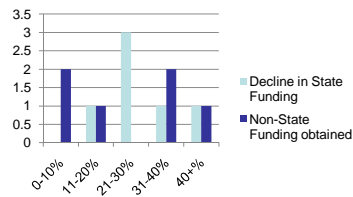
- Capacity Building for the Financial Sustainability of ACP Universities
- Professional Development Programme in Resource Mobilisation
 - Grantsmanship
 - Philanthropy
 - Business Development/marketing of Technical Expertise
 - IP/Commercialisation of research
- Objectives

Relevance

- Imperatives for Revenue Generation
- Requirements of Strategic Plans



Sources of Funding of Partners



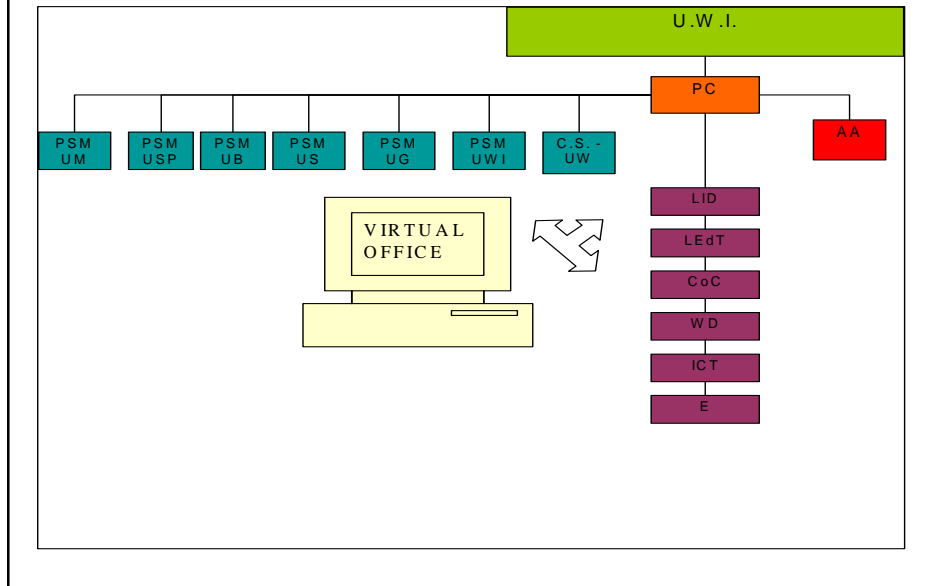
Selected ACP HEI's Revenue Generating Infrastructure

- Third stream funding a priority for all institutions
- Decline in State funding of 10-40%
- Percent of budget from Non-State funding averaging less than 30%
- No significant changes made to accommodate TSF
 - No changes in financial systems
 - Minimum operational changes
 - No dedicated HR for Resource mobilisation
- Gradual increase in TSF funding as a result of factors including
 - Partnering
 - Senior management support
 - Faculty initiatives
 - Staff awareness

EDULINK Programme

- Foster co-operation in higher education between ACP and EU countries
- Foster capacity building and regional integration in the field of higher education through institutional networking
- Support for a system of higher education that is of high quality, efficient and relevant to the needs of the labour market, and supportive of ACP socio-economic development priorities
- Emphasis on Partnerships

Project Management



Goal of Case Study

- To provide an understanding of the structures, resources, and processes that have formed and sustained the partnership designed to develop a capacity to pursue third stream funding
- Sharing results to inform the improved functioning of the partnership and to contribute to best practice in this field

Methodology

- Case study involving UWI (lead) and six partner universities
- Overview – purpose of the case study
- Structured questionnaire – sent to PSMs
- Supplementary information: strategic plans, project documents, reports

Findings

- Summary from data
- Issues in the management of donor funded programmes that include partnerships
 - Financial management
 - Coordinating the project
 - Reporting
 - Visibility
 - Managing the partners
- Dissemination of results

Resource Mobilisation Programme: Interim Assessment

- Expected deliverables:
 - Training, material, technology, capacity building, awareness, commitment, enhanced knowledge and skills, increased Third Stream Funding
- Roles – Site Managers:
 - Project objectives attained, support for trainees, promote business attitudes, seek senior management support

Resource Mobilisation Programme: Interim Assessment

- Accomplishments
 - Successful Partnering process
 - Trainer programme successfully implemented
 - Material acquired
 - Communication networks
- Challenges
 - Technology (virtual office)
 - Higher level of communication among partners desirable
 - Financial constraints of ACP HEI's

Conclusion

Findings applicable to the following:

- Improved project management including communication
- Donors benefit from well crafted proposals
- Partners benefit from objective analysis – a tool for improved policy and infrastructure

