WALTER SISULU UNIVERSITY
FUNDRAISING
POLICY

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FUNDRAISING POLICY

Sponsor Division	Marketing, Communication & Advancement
Responsible Department	Advancement
Related WSU Policies and Acts	
Policy name	**Act Reference**
Stewardship Policy	Public Finance Management Act
Change History	
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Chairperson of Council: Mr T Zakuza

1. Title of the Policy

Fundraising

2. Preamble to the Policy

Walter Sisulu University (WSU) is situated in the Eastern Cape Province of South Africa which is mainly rural and an area of widespread and deep poverty where illiteracy, unemployment and poor access to basic and social services continue to be endemic in spite of significant investment in service provision. Furthermore, the province is characterized by:

- A large rural population with an agriculture based rural economy;
- A high proportion of young people faced with high levels of unemployment; and,
- A great need for sustainable socio-economic development

The majority of the WSU students come from this poor background and often have to go without basic needs like food and personal care products. It is not just the basics that the students lack, this often extends to items necessary for a balanced "student life".

3. Purpose of this Policy

The Fundraising Policy aims to integrate WSU's fundraising strategy into a unified approach that facilitates collaboration and coordination among stakeholders.

4. Scope of this Policy

These guidelines apply to all campuses, faculties, departments, units, centres, structures, staff, students and alumni of WSU. The guidelines allow for funds to be solicited for the purposes of fundraising to meet the myriad of needs that WSU has ranging from infrastructure to student life enhancement. It henceforth does not apply to funds such as research grants.

5. Definitions of Key Words or Concepts (Note: Alphabetical Order)

In this document, unless the context indicates differently, the following words and phrases will have the following meanings:

5.1 **"Advancement"** refers to the unit within MCA. Advancement is the term adopted by higher education globally to describe the function of external stakeholder engagement, the nurturing of relationships, the augmenting of third stream income and the provision of research and skills development.

5.2 **"Donors"** refer to individuals, corporations, foundations, trusts, associations and other entities in the public or private sectors that provide donations to the University for either specific or non-specific purposes.

5.3 "**Fundraising**" means actions to obtain donations and mobilise resources for stated fundraising needs of the University, undertaken either by the MCA Division or by employees, students or stakeholders of the University with the oversight, coordination, support, facilitation and management of the MCA Division.

5.4 "**Fundraising environment**" means donors who may be individuals or corporate entities that give cash and/or *in natura* donations for a specific project or purpose, that focuses on teaching and learning, research and innovation, community engagement and other institutional developmental needs.

5.5 ***"In natura* donations"** means donations of a non-monetary nature that benefit the University.

5.6 "**Interests**" means the financial wellbeing, infrastructure, facilities, educational task, research and development focus, community engagement activities and related operational matters of Walter Sisulu University.

5.7 **"MCA"** refers to the Marketing, Communication and Advancement Division of Walter Sisulu University.

6. Policy Content

6.1 Policy Statement

In the context of declining State subsidies (in real terms), inelastic fee income and the need to diversify the funding base, fundraising by the University is a strategically essential activity.

Walter Sisulu University aims to plan and execute its fundraising processes strategically. Fundraising therefore needs to be coordinated and facilitated through the MCA Division on the basis of institutional funding priorities as determined annually by the Executive Committee of the University.

It is important that all WSU stakeholders understand how the University's fundraising processes work. This ensures professional coordination of fundraising activities across the institution, avoids duplication, creates maximum alignment between projects and potential donors, and allows for sound and sustainable relationships between the University's existing and potential donors.

6.2 Categories of fundraising projects

6.2.1. Priority projects

Priority projects are key institutional projects or initiatives identified by the Advancement Committee (see **6.3** below) that are crucial to the success of the University's strategic goals and planning. Such projects will receive the priority attention of the Advancement Division and will be coordinated, planned and facilitated by the Advancement Office. Where appropriate, specific project steering committees may be formed to assist with the planning and development of priority projects.

6.2.2 Core projects

Core projects are those that support the University at an institutional level on an ongoing basis and as such are always central to the University's annual operating budget. An example is undergraduate financial aid. Core projects supplement annual budget allocations and may be incorporated into annual strategic thrusts as determined by the Executive Committee from time to time. They do not require a dedicated and programmatic fundraising strategy, but rather are folded into continual fundraising efforts.

6.2.3 Faculty projects

Faculty projects are those that support the academic core functions within a faculty and may be of an ongoing nature or identified as such from time to time as part of a faculty's strategic planning. The Advancement Office will provide support and facilitation for fundraising for such projects, without the dedicated and programmatic focus that it devotes to priority projects and core projects.

6.3 Advancement Committee

6.3.1 A Advancement Committee is established, which reports to Council. It determines the funding needs of the University on an annual basis by identifying priority projects (either on its own initiative or by considering applications for priority projects), allocating institutional resources where necessary and overseeing the management thereof.

6.3.2 The Advancement Committee must comprises the following:

- Two Council members allocated to Fundraising
- Vice-Chancellor
- Convocation President
- Chief Financial Officer

- Campus rectors
- Senior Director: MCA
- Director: Advancement
- Any other person deemed necessary by the Committee

6.3.3 The Committee meets twice a year, in January to determine the University's priority projects for the year, and in October for reporting and feedback.

6.4 Principles

6.4.1 WSU Fundraising efforts must be coordinated centrally to reduce the risk of multiple representatives approaching the same potential funder. Fundraising to be coordinated by the Advancement Office in the MCA Division.

6.4.2 Neither the Advancement Office nor any employee or registered student of the University may receive any commission (of whatever nature) on donations solicited and received.

6.4.3 Only the Advancement Office may through an external fundraising organisation or individual solicit funding on behalf of the university when deemed necessary. Of which such a person or organisation will be entitled to commission on funds raised. The commission will be determined by this policy based on the sliding scale method below.

less than R 1 000 000	10% of value
R 1 000 001 - R 5 000 000	100 000 + 4% for every amount greater than R 1 000 000
greater than R 5 000 0001	260 000 + 1% for every amount greater than R 5 000 000

6.4.4 All donations must be used in the manner and for the purposes stipulated by the donor and/or in accordance with the terms of the project application.

6.4.5 The Advancement Office must keep an accurate and up-to-date database of fundraising initiatives undertaken on behalf of the University by employees or students or stakeholders, so that the Office can provide necessary reports, support, advice or coordination in respect of such fundraising.

6.4.6 The person/s tasked with the responsibility of fundraising for a particular project is/are responsible to the appropriate member of the execution the project, spending the funds as stipulated and reporting fully to the donor via the Advancement Office in accordance with the conditions stipulated by the donor.

6.4.7 No existing donor may be approached by an employee, student or stakeholder of the University unless the Advancement Office has been consulted on such approach. A database of all current WSU donors will be available at the Advancement Office.

6.4.8 If a potential donor is identified for stated needs, the Advancement Office must be informed immediately.

6.4.9 Since *in natura* donations may have cost implications for the University, the Advancement Office must first facilitate the assessment and approval of such donations by the intended beneficiaries and the designated asset management official before they may be accepted.

6.4.10 Excluded from the provisions of this Policy are funds (whether private or public) raised through consultation and through solicited research

grants. Such research funds are managed and recorded by the Research Directorate.

6.4.11 All donations must be deposited into WSU's *Advancement account (to be changed to University Development Fund account)* and the relevant entity number for the specific project must be furnished. No donations may be deposited in the normal operational budget account.

6.4.12 The Advancement Office must be notified by the recipient of all cash and *in natura* donations as soon as they are received.

6.4.13 Ad hoc cash and/or donations made to recipients without the involvement of the Advancement Office must be reported to the Office immediately. The Advancement Office will request the relevant tax certificate from the Finance Division. A thank you letter to the donor concerned must be done by the Advancement Office in terms of the Stewardship Policy and add the donor to the database of current WSU donors.

6.4.14 Processes and procedures for fundraising contained in this Policy must be adhered to at all times.

7. Process

7.1 An individual, academic department, directorate or centre that wishes to apply for a fundraising project to be considered as a priority project must provide written motivation to the appropriate member of the Executive Committee, which in turn presents the application to the Advancement Committee at least one month before its January meeting. All such applications for priority projects must be channelled through the Advancement Office, which will ensure that all available information is contained in the application to assist the Advancement Committee in making its decision on the priority projects for the year.

7.2 Once the Advancement Committee has identified one or more priority projects for a particular year, it must identify a Project Manager. Such Project Manager collaborates closely with the Advancement Office, which provides the necessary support to ensure full project planning and implementation.

7.3 The Director of Advancement must provide progress reports to the Vice-Chancellor via the Senior Director: MCA.

7.4 The Advancement Office undertakes or coordinates, supports, manages or facilitates all other fundraising in accordance with procedures and processes it determines in consultation with the Institutional Director: Advancement and the Advancement Committee.

7.5 The Advancement Office provides an annual report on fundraising to the Advancement Committee.

8. Responsibilities of the Advancement Office

The Advancement Office has the following responsibilities:

- Raising institutional priority and core project funds;
- Supporting faculty and other institutional projects as required;
- Evaluating the suitability of projects for fundraising;
- Coordinating continuous interaction with existing donors;
- Identifying and canvassing new donors;
- Facilitating relationships between donors and internal stakeholders;
- Matching projects with donors;
- Maintaining an accurate database of existing donors;
- Requesting the issue of tax certificates and conducting follow-ups;
- Providing appropriate thanking and recognition of donors;

- Ensuring timeous reporting to donors;
- Reporting on fundraising to the institution;
- Providing support for the development of fundraising proposals; and
- Annual review and implementation of this Policy and accompanying procedures and processes;

9. Governance

This policy is approved by the University's Institutional Management Committee, which also approves amendments to the policy. The implementation of the Policy is the responsibility of the Senior Director: Marketing, Communication and Advancement and the Institutional Director: Advancement.

10. Related documentation

10.1 Stewardship policy