

Fundraising Success Stories

By



PEP FOUNDATION

Fundraising at LCWU



Lahore College for Women University, with a full-time enrollment of about 15,000 students and a teaching faculty of more than 500 members, has been imparting knowledge for exactly a hundred years now. Established as an intermediate college in 1922, the institution has now become a prestigious university of the country. It was able to grow the one million rupees worth of seed grant awarded by the PEP Foundation to establish the Student Advancement Endowment Fund (SAFE) by hundred-and-forty-five times in less than a decade. Mr. Abdul Ghaffar Ali, Director, University Advancement & Financial Aid at LCWU, shared with us the journey of growing and maintaining the endowment fund and the strategies, the university employed for this purpose.

Please give us an overview of your fundraising strategies.

PEP Foundation donated one million rupees to LCWU in seed grant for SAFE in 2013, In order to bring it under legal ambit, we got approval from the university syndicate for the establishment of SAFE Fund and set up a board of management and an executive committee for fundraising to raise sufficient funds for un-affording and financially constrained students. Our goal was to uplift the endowment fund to 100 million rupees to make it a financially viable source so that no student who needs financial aid should go disappointed.

We invested the initial funds in TDR. We also took approval from the syndicate to contribute Rs. 10 million annually from the students' fund (generated by tuition fees/other funds) into SAFE by making a provision in the approved annual budget. To date, the students' fund has contributed Rs. 90 million to the endowment fund. Another Rs. 9 million was generated through other fundraising activities on the campus. We also generated funds through our alumni. , one of our graduates/alumni donated Rs 3.5 million. Many other donors also contributed close to Rs. 7



million to the fund. Through investments of SAFE funds, we have earned a profit of about 40 million. Our current balance in the SAFE amounts to 145 million rupees.

How do you choose the right investment schemes for your funds?

The Punjab government has given instructions that the public money should be invested with government securities either in the Bank of Punjab or the National Bank of Pakistan. As financial managers, we also take extreme care in the investment of funds. One strategy that we use to maximize profits is that we wait for our other invested funds (like the pension fund, the provident fund, or the students' fund) to mature, and then invest SAFE funds alongside those. This bulk investment of funds helps us get good profits margins from the banks, for example, current profit rates in the market are 9.75% but we got a 10% rate. We also plead to the banks to give us better rates as this investment is for a noble cause. The good profit rate is rather also a contribution towards funds from banks. Thus, we keep reinvesting our profits to continue to grow the endowment.

How are the funds managed and scholarships are disbursed?

Funds are governed by the assigned board of management and executive committee. We've made rules and regulations and criteria for the selection of needy/financially constrained students and disbursement of funds. From 2015 to 2019, we were awarded Rs. 1.7 million in scholarships to 38 students from SAFE. In 2019, we got other scholarship funds too like the Ehsaas scholarship Program. Maximum number of needy students at the undergraduate level was accommodated through Ehsaas scholarships and the amount saved in the SAFE was reinvested for further growth.

Under the SAFE Fund Rules, LCWU accommodates underprivileged students according to their needs by offering two kinds of scholarships: (a) the "Golden Scholarship", which covers the university fees of the student as well as the hostel charges - it has a cap of a one hundred thousand rupees per student. (b) the "Silver Scholarship", which covers university fees and some personal expenses of the students who are not hostilities. The silver scholarship has a cap of fifty thousand rupees for each awardee.

The annual profits of the endowment fund are not used entirely for scholarship purposes, and at least 50% of the profit amount earned are reinvested with the principal amount for further growth of funds

What fundraising activities did LCWU undertake to grow the endowment fund?



Certain activities like Bonfires, Concerts, funfairs, annual welcome parties are the kind of events that we regularly organize at the university. The Director of Students Affairs and the Student Council play active roles in organizing and running the events. Revenues are generated through the sales of tickets and rent of stalls. We set a certain budget for the expenses of these events. Most of the expenses are also covered through sponsorship marketing. Different brands pay us for putting their stalls in our university during different events. All the proceeds from the events are transferred to endowment funds. We are also planning to devise an outreach program to approach the alumni who have benefited from the scholarships during the study and have got employment. They will be motivated to return certain benefits to other needy students for a noble cause.

What are the various departments involved in fundraising activities?

The Vice-chancellor and the syndicate are the key authorities for fundraising strategies. All the activities are undertaken with their approval. Deans of various departments are taken onboard to motivate the students to participate actively in the events. The Director of Students Affairs and the Student Council organize and manage the fundraising events. The Financial Aid Office assists with students' data and listing. The Board of Management and the committee work on strategizing, managing, and disbursement and allocation of the funds. The Accounts Office and the Treasurer's Office help in providing financial assistance and record keeping.

How do you ensure transparency in all of your fundraising and disbursement activities?

University makes a note of the data requirements of the donors or the prospective donors, for example, we document if a sponsor wants to support any specific number of students or students from any specific discipline, etc. Then the university shares the details of the selected students, the amount disbursed as scholarships, and the amount reinvested with its donors on annual basis. We also share this information in our annual reports released on convocation day. If any of our sponsors or donors ask for reports at other times of the year, we readily share the data. We also take care of suggestions from the donors for transparency in funds management.

What obstacles did you face in fundraising?

An important issue is that, since we run a female-oriented institution, a considerable proportion of our alumni are unable to get employment after they get married which hinders our fund generation through the alumni network. Secondly, in the public sector, there are many limitations on revenue generation, like the university is not allowed to commercialize its surplus space. Government approval for commercialization activities is a big challenge as they object that



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public sector educational institutions are for public education only. Commercializing the university infrastructure would bring extra revenue. A policy needs to be devised by the government to provide opportunities for revenue generation by the public sector universities to make them financially self-sufficient.

Fundraising at GCUF



Government College University Faisalabad (GCUF), a public sector institute hosting 25,000 students at any given time, is located in the heart of Faisalabad. The institute acquired the status of the university in 2003 and has since been enabling the youth with a strong foundation of ethical standards and professional competence. GCUF was awarded a seed grant by PEP Foundation in 2011 to establish the Student Advancement Fund Endowment (SAFE) to help students from disadvantaged backgrounds continue their higher studies. GCUF has since increased the principal in the endowment fund by over 100 percent which is remarkable and a reflection of the institute's clear and effective fundraising strategy. PEP Foundation interviewed Ms. Saima Perveen who has been running the Student Financial Aid Office (SFAO) since 2007 to gain some insights into how the university has managed to grow the fund multifold.

How did you Invest the Seed Fund granted by PEP Foundation?

We established a separate account for SAFE in which the principal amount is invested. About 50% of the profit from that investment is utilized to give out scholarships and the rest is reinvested with the principal. The Treasurer's office deals with selecting the right investment schemes for the university funds; A bank that offers better profit margins is preferred.

What fundraising activities did GCUF undertake to grow the endowment fund?

In 2011, when we established SAFE, we signed an MOU with certain terms and conditions, one being that the university has to further raise the existing seed money over time. We organized annual fundraising galas, where the students contributed generously. Our own faculty members



and management also actively contributed. One of our deans donated one million rupees to the fund. Our goal has always been to add to SAFE whatever funds we receive for the university.

How did you engage and motivate your students to actively participate in the fundraising gala?

So GCUF has multiple scholarship programs like the HEC Need-based scholarships, or the Punjab Educational Endowment Funds, which are usually provided to the deserving student at the time of admission. However, there are many students who, during their 2nd or 3rd years, go through financial challenges. For students such as these, we annually organize a fundraising gala and promote it to our students as a way of helping underprivileged students. We make sure there's entertainment as well as revenue generation. This event feels very special for all of us as the entire university actively engages, whether it's the students who purchase tickets and buy products or the academic or non-academic faculty members, they all participate. More importantly, we also engage different industries in this event by getting sponsorships. The industries put up stalls in our university to sell their products and market their brand, and the money generated through sales is used to help the disadvantaged students continue their studies.

Is it challenging to create linkages with the industries?

GCUF has a separate department by the name of 'Industry Linkages', which has its own Director who is also part of the fundraising committee. There are several industries that are giving out scholarships to university students. For example, Interloop has signed an MOU with us; Agro Vision Seeds provides up to 10 million rupees. We have also partnered with some NGOs such as Diya Pakistan which provides direct scholarships to students, and the Karwaan-e-Ilm Foundation which provides donations. I must highlight that our alumni also play a significant role in helping us build industry linkages. For example, one of our alumni is currently working with Agro Vision Seeds. He had graduated from the Bio-Chemistry department, had created his own firm, and continues to donate to the university.

How do you engage our alumni? Are there any events specifically for alumni?

We celebrate Foundation Day on 8th December every year to which we invite our alumni. Other than that, when students are passing out every year, we make sure to gather data of all our alumni so as to keep in touch with them. Many of our alumni who had received financial assistance in their time, now want to pay back to the university in order to support other deserving students.



What are the different departments that are involved in the university's overall fundraising strategy?

We involve multiple departments and have a systematic procedure that involves and coordinates with all the concerned departments to implement the fundraising strategy.

SFAO works as an intermediary. Students come directly to us. We screen and finalize the students for the disbursement of financial aid and forward the list to the relevant departments who allocate and disburse funds. Treasurer's office keeps a check and balance of the various scholarship accounts, including the endowment fund account. Other than these, the Alumni Office and the Department of Industrial Linkages is involved. For the fundraising gala, all the departments in the university participate actively. We sell tickets to every department with the involvement of all the faculty members.

The GCUF has assigned a Board of Members and a committee that runs, manages, and strategizes for funds growth, disbursement, and transparency. This is directly supervised by our respected Vice-Chancellor. Our management is also very supportive and all the Vice Chancellors to date have taken an active interest in fundraising activities.

What other revenue-generating strategies has GCUF explored?

GCUF has a fashion textile department, where students sell out their arts and craft e.g paintings and other designed products. University also has a Business Incubation Center, where students' unique and potentially capable entrepreneurship ideas further go to the markets and competitions which brings institution awards in the form of money and donation.

What obstacles did you face in fundraising and how did they overcome those?

Attaining the trust of Prospective Donors' is a big challenge as donors hesitate to give their money to endowment funds and prefer to donate to causes that have an immediate and visible effect, for example, paying someone's medical bills or constructing a mosque, etc. We have to convince the donors of the value of the endowment funds: As the cost of education is increasing and the funds given by the government are limited, many students do not have the financial means to continue their education, or even if they did initially, circumstances can change for some students during the later years of their studies. Hence, in cases such as these, student endowment funds are used.

Another challenge was the pandemic, due to which we had to halt most of our fundraising activities for two years.



How do you ensure transparency in your fundraising and disbursement activities?

Transparency is maintained through proper reporting and documentation. GCUF makes sure the required data is available to everyone through the official website of the University. All the details of the funds received and disbursed are available there. As an institution, we firmly believe that if any individual or organization is entrusting us with their funds, we must maintain rigorous reporting procedures regarding the utilization, changes, or growth of those funds. University also mentions the names of donor individuals and organizations on our website to recognize their efforts and contribution, which further builds and ensures the trust of the existing parties and encourages new ones. Moreover, the university undergoes annual audits. These annual audits as well as the involvement of multiple departments such as the Board of Directors and Committee members further ensure transparency.

Whether it is our involvement with our students, industries, alumni, faculty, or other donors, we always maintain open communication and strong accountability.



Fundraising at NUST



In the past three decades since its establishment, the National University of Science and Technology (NUST) has become one of the leading institutes in the country known for producing cutting-edge research and innovation. The University Advancement Office (UAO) manages relations with the alumni network, along with student welfare, scholarships, need-based scholarships, and funding for deserving students, and has managed to raise about Rs.1.7 billion in endowment funds. We interviewed Ms. Sana Muneer and Ms. Rubab Asif from UAO and asked them to share their valuable fundraising strategies with us.

Please tell us a little about the work of the University Advancement Office.

NUST University Advancement Office works directly with NUST Trust Funds Office. Currently, we have different types of funds:

a) The General Fund: In this fund, we have the authority to spend the donor money in any development initiatives that we deem fit. These initiatives include; student support programs, infrastructure development, capacity building, research investments, e.g spending in lab upgrade, students being provided with funds for their research, or if any student has a potential startup idea that needs funding, seed money is provided for their entrepreneurial venture.

b) Restricted Funds: like the SAFE. In this type of fund, donor conditions restrict us to spend money for specific causes only. For example, the SAFE funds can only be used for providing direct scholarships to deserving students or for programs or initiatives that directly benefit students. After an initial contribution of PKR 1 million by PEP, the SAFE endowment has now grown to Rs. 4.4M through contributions of NUST including its employees.



c) Zakat Funds: Because many people specifically want to donate their zakat to fund education, and because we have many zakat-eligible students too, NUST has a separate account for that

At the moment, the size of the NUST Trust endowment funds has risen tremendously from 2012 to 2021 up to 1.7B rupees. The major chunk of expansion is within the general and restricted endowment pool. A total of 4691 students have benefited from these funds so far and counting

For how long has the Advancement Office been working?

The Advancement Office was established back in 2015 with the mission of providing quality education at an affordable price to all financially challenged students who qualify on merit. Since then the Advancement Office has grown so much that we are able to meet all the needs of the students with demonstrated financial need. We have gained a lot of benefits through the Ehsaas Scholarship program as well. We have been able to build a hostel for 70 girls at our Karachi campus with the help of Sherazi Investment Group. We have also renovated labs and classrooms. We have recently made an endowment fund to promote innovation. Its returns will be invested in student-led projects which require financial support to take it to the next stage of prototype development. So now, we not only assist students with scholarships but also invest in other capacity-building projects as well. We are creating an endowment with the support of our partners to build a hostel for female students in Balochistan. We are also generating funds and endowments for the building and up-gradation of labs.

What fundraising activities did NUST undertake?

When Advancement Office was set up, NUST realized that the foundation of effective advancement is alumni engagement, and Advancement Office cannot work without alumni. So during 2014-2015, the Alumni Office became part of the NUST Advancement Office. It is due to the alumni engagement that our outreach has been so dynamic.

We have a strong and growing alumni body both nationally and internationally. As compared to other universities our alumni are quite young and in the initial phase of their careers, even then they are contributing. Alumni work as volunteers for our program and conduct fundraising in partnership with NUST, especially internationally.

Currently, our alumni network is spread across 64 countries including the USA, Europe, the Middle East, and the UK. We carefully map our yearly alumni engagement. Due to this regular reporting system, we have been able to categorize our alumni.

- Our senior-most alumni are working in big companies internationally, like in Silicon Valley. They help us build partnerships and raise funds.



- Our junior alumni contribute by adopting single students either through zakat or by any other means. For example, a graduating class can together adopt a student in the form of an annual fund or an endowment fund.

We have an international alumni endowment chapter as well. So whenever we do outreach, especially internationally, our first soldiers on the ground are our alumni. They provide us with market intel and connect us with people within the community.

We have also been conducting extensive outreach both nationally and internationally. Our outreach activities for last year included 21 city visits, including trips to Karachi, Faisalabad, Lahore, Sialkot, Gujrat, Gujranwala, and many other places where we could find potential partners and donors. We met chamber members, corporate partners, etc. We made 4 international trips as well to countries like the UK, the USA, and the UAE, where we met our alumni and other companies. In total, we spent 132 days a year on-road, scouting for partners. On the back end, our management team was overseeing compliance and donor management.

There is a Prospecting Officer in our department who tracks where we are generating most funds/donations from. The officer maps organizations and donors who are looking to donate to specific causes like research or innovation and then creates linkages for them accordingly.

We also have non-alumni donors that we call "Friends of NUST". These are the people who donate through annual funds or adoptions. We also get funds through the support of our Rector and Prorector. Students according to their capacity contribute as well. We have received a couple of awards too. Recently, NUST won the Social Impact Sustainability Award at the National Forum of Environment and Health for our CSR activities. Our extensive outreach and word of mouth have supported us majorly in increasing our fund size.

How do you involve your students in fundraising?

As they say, today's students are tomorrow's alumni and only engaged students will become engaged alumni. For example, we have these two very recent endowments created by our alumni, who have not graduated for more than two years. How did they get to know about this or they could do this? They were basically volunteering with multiple fundraising programs when they were students. They participated in campus-wide annual zakat collection campaigns which are run by the students. The volume of return on these campaigns isn't that massive but the participation of students both as volunteers or as donors is quite impressive. A student volunteer who works to generate donations is likely to remain passionate about the cause even after graduating as he/she already knows where the money eventually lands. We, hence, make sure to engage our students as much as possible and instill in their minds that the education of no student should be affected due to their parent's wallet size. This is why our students continue to contribute to the university one way or another.



What are the various departments involved in fundraising?

Multiple departments including the senior leadership of the institution are involved in the process. During international outreach, both university's Rector and the Prorector represent the institution in front of the top CEOs, presidents, chairmen, etc. Basically, they do the initial meetings. Then the Advancement Office follows up. We develop strategies, get them approved and get them going.

The University Advancement Office has Prospect & Outreach Officers in our team who conduct outreach activities. They basically conduct secondary research and identify the clusters of prospective donors in any particular region. They also gain market intelligence through our existing partners regarding potential donors. Hence, the prospective officer is responsible to map this entire ecosystem.

All the contributions generated safely land with the **NUST Trust Fund (NTF)** which oversees the investment and disbursement of the funds. NTF also provides us with forecasts on the number of applicants and the number of funds needed. We develop our strategy based on this forecast.

We also have a **Financial Aid Office**. They look at the process and selection criteria for student applicants.

All departments coordinate with one another and maintain active communication. For example, if we are in a meeting and we request for an endowment, and then the donor requests for students' profile and placement in return, the placement office gets involved directly. In a crux, we definitely work in a collaborative model.

Every individual in the team brings their intelligence to perform the outreach. We are a team of seven. Donors are divided among all team members who then engage with the donors on an individual level.

How do you ensure transparency in your processes?

We report to our donors on an annual basis during the months of January - February. Endowment reports have complete details for every donor, every investment made throughout the year, total spending, and the annual returns on investments. In the case of a student adoption program in which an individual student is being sponsored by the donor, his/her entire profile is shared with the donor, which includes the student's academic performance, latest picture, expenses, etc. Annually when our audits are closed we publish our NUST Trust Funds audited report. This report explains how our fund size expanded in a year, how we generated



revenues, and how we spent the fund. This annual report is not only for donors but for everyone, which eventually ensures our transparency. Furthermore, we also encourage our donors to visit NUST. Recently we had a donor recognition event as well because we think that “seeing is believing”. For example, if our international donor is coming to Pakistan we most earnestly encourage them to visit NUST, see the labs, the facilities, the avenues, and meet the people who are running the program.

Furthermore, the Board of Trustees governs the NUST Trust Funds and ensures transparency. We have regular meetings with them and we share financial discussions and their approvals. Other than that we do external audits. All these measures ensure transparency.

How do you scout Banking Schemes?

The university has its own investment committee that strategizes, analyzes, and works on low-risk and high-return investment schemes/instruments, whether they are with the government or the private sector. The committee provides the relevant departments such as the finance office with the analyses and results, which helps them make effective and critical investment decisions. Some investments are donor-specific, e.g if the client requests sharia-compliant investment, the university complies with that.

What obstacles did you face in fundraising and how did they overcome those?

As interesting and versatile as this job, is tough and challenging in many ways:

- **Tough Job and requires a lot of flexibility:** Every donor is different. Every outreach platform is different from country to country and city to city. Plus our reporting mechanism is also very tough. We have to be available to our partners and donors all the time.
- **Multiple challenging dynamics:** So dealing with different industry dynamics, cultural dynamics, and internal dynamics all are quite challenging. Our department is so uniquely placed that it is at a crossroads between the university and industries. Industries expect to use timely reporting, timeline, and transparency that matches their cycles, and university on the other hand is completely an academic setup that expects us to run it at a corporate pace which makes it quite challenging for us.
- **Challenging legal processes:** Even the legal frameworks for generating funds in every country nationally and internationally are very different and quite challenging to perform. Such as registration of the fundraising channel according to different countries, to understand, perform, and utilizing international-based charity channels is very tough and draining.
- **Legal challenges:** Even if international partners are willing to donate, the mechanism of transferring the funds to Pakistan is very tricky and exhausting.



Your department seems to be using data a lot in your work like to map potential partners or donors. How do you gather this data and how do you utilize it?

One huge benefit we have is that our team lead Miss Maria is an IT graduate. So she has stressed the need for data collection and reporting from the beginning and was very vigilant regarding the maintenance of records. Our data maintenance is getting more and more complex over time since everything is recorded. Our Manager Compliance directly handles data management, as we not only record where the donations are coming from but also record the details of our potential donors, their intentions, and interests regarding donations in specific areas. We then consider them as our “soft donors” and try to cultivate our relationship with them without asking them for any direct support. We gather data for everything. We even count the alumni footfall in our office: Alumni come to meet us and have tea, and we calculate the average cups of tea to record the number of alumni who landed in our office. From the number of meetings our team members have to the number of attendees in our events, everything is recorded. This helps us in better and more strategic decision-making.

For Example, we did outreach activities in Gujranwala and were unable to attain sufficient response. So we checked our records to see how many meetings we had, how many events we did there, and then compared that to other cities from where we got better funding outcomes.

So, extensive data management is an integral part of outreach. For example, if our team is sitting in Karachi for a week they have to maintain a report and share their intelligence and mapping with us. This report is then shared with both the alumni office and the fundraising office, which describes all the events that took place in a month, such as, what outreach did we perform, how much funds were generated, and what impact was created. So, yes our work is quite data-intensive and helps us make effective decision making.