

PD-080 FUNDRAISING POLICY

1. Purpose

This policy establishes the framework governing all fundraising activities undertaken by Retina South Africa. Its purpose is to ensure that fundraising is conducted ethically, transparently, sustainably, and in full alignment with the organisation's mission to empower individuals affected by retinal vision loss and to promote vision health.

2. Guiding Principles

Retina South Africa is committed to the following principles in all fundraising activities:

2.1 Ethical and Transparent

All fundraising activities shall be conducted honestly, respectfully, and without misrepresentation, coercion, or undue pressure.

2.2 Mission-Aligned

Fundraising shall advance the charitable objectives of the organisation and shall not compromise its independence, values, or integrity.

2.3 Inclusive and Respectful

Fundraising shall respect the dignity, diversity, and autonomy of donors, beneficiaries, volunteers, and staff.

2.4 Accountable and Sustainable

Funds raised shall be managed responsibly and used efficiently, with clear stewardship, accountability, and measurable impact.

2.5 Compliant

All fundraising activities shall comply with applicable South African legislation, including:

- Nonprofit Organisations Act 71 of 1997 (as amended)
- Income Tax Act 58 of 1962 (including Public Benefit Organisation provisions)
- Protection of Personal Information Act 4 of 2013 (POPIA)
- Lotteries Act 57 of 1997 (where applicable)

The organisation shall further align, where appropriate, with recognised governance frameworks such as King IV.

3. Strategic Objectives

Retina South Africa shall pursue fundraising in order to:

- Diversify and secure sustainable income streams, reducing reliance on any single funding source.

- Build and maintain strong, long-term relationships with donors, supporters, and partners.
- Increase public awareness of retinal vision loss and the organisation's work.
- Ensure responsible stewardship of donor contributions through effective governance, monitoring, and reporting.
- Establish measurable performance targets and continuously improve fundraising effectiveness.

4. **Scope**

This policy applies to all fundraising activities undertaken by or on behalf of Retina South Africa, including:

- Donations and grant funding
- Legacies and bequests
- Events and campaigns
- Merchandise sales
- Membership contributions
- Corporate partnerships and sponsorships
- Digital and online appeals

It applies equally to staff, volunteers, committees, and any third parties acting on behalf of the organisation.

5. **Governance and Oversight**

5.1 **Responsibility**

The Management Committee holds ultimate responsibility for approving this policy and ensuring its effective implementation.

5.2 **Oversight Structure**

The Fundraising & Marketing Sub-Committee is formally mandated to:

- Provide strategic oversight of all fundraising activities
- Approve fundraising plans, campaigns, and major proposals
- Monitor compliance with this policy and applicable legislation
- Review financial performance, cost ratios, and risk exposure
- Recommend policy updates to the Management Committee

The Sub-Committee operates under delegated authority from the Management Committee and reports quarterly.

5.3 **Alignment**

All fundraising decisions must align with the organisation's mission, values, governance framework, and risk management policies.

5.4 **Segregation of Duties**

Appropriate segregation of duties shall be maintained to ensure accountability and reduce risk. No individual shall have sole control over the full fundraising financial process (e.g. collection, receipting, reconciliation, and reporting).

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5.5 Conflict of Interest Management

All actual or potential conflicts of interest must be:

- Declared in writing
- Recorded in a conflict register
- Managed through recusal from decision-making processes
- Escalated to the Sub-Committee or Management Committee where necessary

6. Operational Procedures

6.1 Receipting and Financial Controls

- All donations shall be receipted promptly and accurately.
- Official receipts must comply with SARS requirements where applicable.
- All funds received shall be recorded in the organisation's financial system.

6.2 Auditing and Record-Keeping

- Fundraising activities shall be subject to internal controls and periodic audit.
- Financial records must be retained in accordance with legal and organisational requirements.

6.3 Cost Management and Ratios

- Fundraising costs shall be monitored against income.
- The organisation shall aim to maintain a reasonable cost-to-income ratio, with thresholds reviewed annually by the Sub-Committee.
- Any campaign exceeding approved cost thresholds must receive prior approval.

7. Ethical Commitments

Retina South Africa commits to the following standards:

- No fundraising activity shall involve coercion, misleading claims, or high-pressure tactics.
- Donors shall receive accurate, clear, and timely information regarding the use and impact of their contributions.
- Donor recognition shall respect individual preferences and privacy.
- Funding shall be declined where conditions compromise independence, mission, or ethical standards.
- Transparency shall be maintained regarding fundraising costs and outcomes.

8. Data Protection and POPIA Compliance

The organisation is committed to full compliance with POPIA, including:

8.1 Consent

Personal information shall only be collected with informed, voluntary consent.

8.2 Use and Purpose Limitation

Data shall be used solely for legitimate fundraising and organisational purposes.

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8.3 Retention

Personal data shall be retained only for as long as necessary and in accordance with legal requirements.

8.4 Security Safeguards

Appropriate technical and organisational measures shall be implemented to protect personal data.

8.5 Breach Response

Any data breach must be:

- Reported immediately to the Information Officer
- Assessed and contained
- Reported to the Information Regulator and affected individuals where required

9. Monitoring, Evaluation and Reporting

9.1 Key Performance Indicators (KPIs)

Fundraising performance shall be measured against defined, measurable targets, including:

- Income growth (annual percentage increase)
- Donor retention rates
- Donor acquisition rates
- Cost-to-income ratios
- Grant success rates
- Campaign return on investment

9.2 Reporting

- Monthly reports shall be submitted to the Fundraising & Marketing Sub-Committee.
- Monthly fundraising performance reports shall be submitted to the Management Committee and annual reports to relevant stakeholders.

9.3 Continuous Improvement

Feedback from donors, members, and beneficiaries shall inform ongoing improvements.

10. Compliance and Enforcement

All individuals involved in fundraising are required to adhere to this policy.

10.1 Breach Reporting

Any concerns or suspected breaches must be reported to:

- The Chairperson, or
- The Fundraising & Marketing Sub-Committee, or
- Through designated confidential reporting channels

10.2 Escalation Pathways

- Minor breaches: addressed at operational level

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- Significant breaches: escalated to the Sub-Committee
- Systemic breaches: escalated to the Management Committee

10.3 Consequences

Non-compliance may result in:

- Disciplinary action
- Removal from fundraising responsibilities
- Termination of contracts (for third parties)
- Legal action where applicable

11. Policy Responsibility

11.1 The Fundraising & Marketing Sub-Committee is responsible for overseeing implementation of this policy.

11.2 The appointed Information Officer is responsible for ensuring compliance with all data protection obligations.

12. Policy Review

This policy shall be reviewed every three years, or sooner if required by legislative changes or organisational needs. All amendments must be approved by the Management Committee.

13. Record-Keeping

All revisions to this Policy will be documented and retained in a formal revision history to ensure traceability, transparency, and auditability.

***** END OF POLICY *****

REVISION HISTORY			
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