

# **SUSTAINABLE FUNDING AND DONATIONS POLICY**

## **TERMEZ UNIVERSITY OF ECONOMICS AND SERVICE (TUES)**

### **1. Purpose**

This Policy establishes the institutional principles, standards, and procedures governing the acceptance, management, allocation, and use of funding and donations received by Termez University of Economics and Service. Its purpose is to ensure that all forms of financial and non-financial contributions are handled in a manner that protects the integrity, independence, transparency, and long-term sustainability of the University.

As a higher education institution with responsibilities in education, research, innovation, student development, and community engagement, TUES recognizes that funding and donations can play an important role in strengthening institutional capacity and supporting strategic development. At the same time, the University acknowledges that the source, conditions, and use of external funds must be considered carefully so that contributions support the mission of the institution without compromising academic freedom, institutional autonomy, ethical standards, or public trust.

Through this Policy, TUES seeks to create a clear and accountable framework for funding and donations that is aligned with the University's educational and social role. The Policy is intended to ensure that donations are not treated merely as additional revenue, but as resources that must be evaluated in terms of their origin, purpose, risks, conditions, and potential institutional impact. In this way, the University aims to protect its reputation, strengthen stakeholder confidence, and ensure that accepted funds contribute meaningfully to educational quality, research development, student support, social responsibility, and sustainable institutional growth.

This Policy also reflects the understanding that responsible financial stewardship is inseparable from good university governance. TUES therefore adopts this Policy as part of its broader commitment to transparency, accountability, ethical conduct, and the responsible use of resources in support of long-term institutional development.

### **2. Scope**

This Policy applies to all financial and in-kind contributions received by Termez University of Economics and Service from external or internal sources where such contributions are intended to support the activities, projects, development priorities, or public mission of the University. It covers contributions received directly by the University, by its structural units, or by authorized representatives acting on behalf of the institution in relation to University purposes.

The scope of this Policy includes philanthropic donations from individuals, alumni, charitable foundations, community supporters, and benefactors who wish to contribute to the advancement of the University. It also includes corporate sponsorships, partnership-based contributions, grants, research funding, scholarship support, endowments, restricted and unrestricted funds, and in-kind donations such as equipment, books, software, technology, furnishings, services, infrastructure support, or other material resources relevant to the University's mission.

This Policy is binding on all faculties, departments, schools, research units, centers, administrative divisions, and officials of TUES involved in fundraising, donor relations, external engagement, grant administration, financial oversight, project implementation, procurement

related to funded activities, or the management of donated resources. It also applies, where relevant, to staff and representatives participating in negotiations, communications, or agreements concerning the receipt and use of such contributions.

The Policy applies regardless of whether the contribution is intended for a general institutional purpose or for a specific project, programme, scholarship, infrastructure initiative, academic chair, laboratory, outreach activity, or sustainability-related intervention. Where a contribution is offered with specific conditions or expectations, those conditions must be assessed within the framework established by this Policy before acceptance.

### **3. Guiding Principles**

All funding and donations received by TUES shall be governed by a set of principles designed to ensure that external support strengthens the University without undermining its values or institutional responsibilities.

First, all contributions must be aligned with the mission, vision, and strategic priorities of the University. TUES exists to provide quality education, support research and innovation, develop human capital, contribute to regional and national development, and serve society through knowledge and responsible institutional leadership. Funding that does not support, or that directly contradicts, these aims should not be accepted.

Second, all contributions must be assessed against clear ethical standards. The University shall not knowingly accept funding or donations derived from illegal, corrupt, exploitative, discriminatory, or socially harmful activities, nor from sources whose conduct is fundamentally inconsistent with the values and responsibilities of a higher education institution. This includes situations in which a proposed donor seeks to use financial support to gain undue influence over academic, administrative, reputational, or governance decisions.

Third, transparency and accountability must guide the full life cycle of every accepted contribution. Agreements, terms, restrictions, amounts, reporting obligations, recognition arrangements, and use of funds must be documented properly and managed according to approved institutional procedures. The University has a responsibility not only to donors, but also to students, staff, regulators, partners, and the wider public to show that resources are used lawfully, fairly, and responsibly.

Fourth, sustainability must be treated as a core consideration in funding and donations. TUES understands sustainability not only in environmental terms, but also in financial, institutional, educational, and social terms. Contributions should therefore support initiatives that have enduring value, build long-term capacity, and contribute to the responsible development of the University rather than creating short-term benefit at the expense of long-term risk or dependency.

Fifth, independence and integrity must be protected in all decisions concerning donations and funding. No contribution may be accepted under conditions that compromise the University's academic freedom, professional judgment, admissions decisions, assessment processes, staffing decisions, research integrity, or institutional autonomy. Donors may support the University, but they may not direct or distort the legitimate academic and administrative authority of the institution.

Sixth, inclusiveness and public benefit should be reflected in the use of accepted resources wherever possible. TUES recognizes that external contributions should, to the greatest extent feasible, support wider educational access, student development, research opportunity,

institutional quality, community benefit, and socially responsible growth rather than narrow private advantage.

#### **4. Types of Acceptable Funding**

Termez University of Economics and Service recognizes that external support may take several forms, and that different types of contributions may require different evaluation, approval, and management arrangements. For this reason, the University distinguishes between several broad categories of acceptable funding and donations, while retaining the right to assess each offer on its own merits and risks.

Restricted donations may be accepted where the donor intends the funds to be used for a clearly defined purpose, such as scholarships, student support, academic programmes, research projects, laboratory enhancement, equipment acquisition, digital infrastructure, accessibility improvements, sustainability initiatives, or other mission-consistent activities. Such donations may be accepted only where the specified purpose is lawful, ethically acceptable, operationally feasible, and aligned with the institutional priorities of the University.

Unrestricted donations may also be accepted where a donor wishes to provide support without imposing a narrow use restriction. These funds may offer the University greater flexibility to respond to emerging priorities, institutional needs, student support requirements, or strategic opportunities. Because unrestricted contributions allow the University to act according to its own judgment, they may be particularly valuable from the standpoint of institutional autonomy and resilience.

Endowment-type or long-term funding may be accepted where such arrangements are legally and financially appropriate and where they are structured to provide durable support for scholarships, academic excellence, research, professorships, innovation, or infrastructure. In such cases, the University must ensure that the management and use of such funds are clearly governed and that any conditions attached to them remain consistent with institutional values and academic independence.

Partnership-based funding may be accepted from public institutions, development agencies, enterprises, non-governmental organizations, and international partners where such funding supports legitimate educational, scientific, social, or developmental cooperation. However, the University must ensure that partnership funding does not create undisclosed obligations, inappropriate dependence, reputational harm, or covert influence over the University's academic or administrative decisions.

In-kind donations may also be accepted where they provide tangible or intangible resources such as equipment, books, technology, software, vehicles, facilities improvements, services, or expertise that strengthen the University's capacity. Such contributions must be assessed not only in terms of their immediate usefulness, but also in terms of their quality, maintenance implications, operational cost, reputational implications, and alignment with the University's needs. TUES shall not accept in-kind donations merely because they are offered; they must be suitable, useful, and consistent with institutional priorities.

#### **5. Governance and Oversight**

To ensure proper transparency, institutional accountability, and protection of the University's reputation, TUES shall maintain a structured governance framework for the review, acceptance, recording, and oversight of funding and donations. The University recognizes that such matters

should not depend on informal arrangements or individual discretion alone. Instead, they must be subject to appropriate institutional review and control.

Responsibility for policy-level oversight should rest with the University's senior governance and management structures, including the Rectorate and the appropriate collective decision-making bodies authorized to oversee significant institutional matters. Depending on the value, nature, restriction, or risk profile of a proposed contribution, the review process may also involve finance, legal, compliance, academic, research, or strategic planning functions.

The University may establish or designate an internal committee, working group, or formal review mechanism responsible for examining significant or sensitive funding proposals. Such a mechanism should assess whether a proposed contribution is aligned with the University's mission, whether the source presents any legal, ethical, reputational, or strategic concern, whether conflicts of interest are present, and whether the proposed terms are consistent with academic freedom and institutional independence.

The finance-related structures of the University shall maintain appropriate records of all accepted funding and donations and ensure that such contributions are reflected in the University's internal financial and reporting systems. Agreements concerning funding or donations should include clear documentation of the amount or nature of the contribution, its intended purpose, any reporting obligations, the responsibilities of the parties, any recognition to be provided, and the circumstances under which the University may decline, suspend, or terminate the arrangement.

The University also recognizes the value of periodic public reporting on donations and funding, particularly where this supports institutional transparency and accountability. For that reason, TUES should work toward maintaining a reporting practice through which stakeholders can see, at an appropriate level, how significant external contributions support the University's mission and priorities.

## **6. Risk Management**

TUES is committed to protecting its reputation, academic standards, public trust, and institutional independence through a strong risk management approach to funding and donations. The University understands that the acceptance of external support can generate not only opportunity, but also risk. Accordingly, no contribution should be evaluated solely by its financial value. Its source, conditions, expected benefits, long-term implications, and potential influence on the University must also be considered.

Due diligence is therefore a central element of this Policy. Where appropriate, the University shall undertake a proportionate review of proposed donors, sponsors, grant partners, or contributors in order to assess legal compliance, ethical standing, source of funds, reputational exposure, and consistency with the University's values. The depth of this review may vary depending on the size, nature, complexity, or risk profile of the proposed contribution, but the principle remains the same: the University must know enough about the source and purpose of the funds to make a responsible decision.

Reputational risk is particularly important in this context. TUES shall not accept funding from sources associated with corruption, fraud, exploitation, unlawful activity, systematic discrimination, severe environmental harm, or other conduct that would be incompatible with the standing and responsibilities of a higher education institution. Even where a contribution is lawful in a narrow sense, the University must consider whether acceptance would undermine stakeholder trust or create public concern about institutional values or judgment.

Conflict of interest must also be managed carefully. Any staff member, manager, faculty member, or representative involved in a funding or donation decision must disclose personal, professional, financial, or relational circumstances that could impair, or appear to impair, impartial decision-making. The University considers transparency in such matters essential to the fairness and legitimacy of the decision process.

Legal and procedural compliance is another essential part of risk management. All accepted contributions must comply with applicable legislation, internal regulations, tax requirements, contractual rules, and University procedures. No donation should be accepted or used in a way that bypasses financial control, reporting obligations, procurement requirements, or other relevant institutional safeguards.

## **7. Utilization of Funds**

All accepted funds and donations shall be used responsibly, transparently, and strategically in ways that maximize positive institutional and social impact. TUES recognizes that the legitimacy of fundraising and donation acceptance depends not only on the source of the funds, but also on the seriousness, clarity, and accountability with which those funds are used after acceptance.

Where contributions are restricted, the University shall ensure that the funds are allocated in accordance with the agreed purpose, provided that such purpose remains lawful, feasible, and consistent with University policy. Where contributions are unrestricted, the University may allocate them to areas of greatest institutional need or strategic importance, taking into account the mission of the institution and the long-term benefit of the University community.

Priority areas for the use of donations and funding may include student support, scholarships, educational access initiatives, support for disadvantaged or underrepresented groups, academic quality improvement, learning resources, digital development, research and innovation activities, laboratories, scientific equipment, publications, entrepreneurship, international cooperation, outreach initiatives, community engagement, sustainability projects, and the improvement of infrastructure and facilities. However, the University shall not treat this list as exhaustive. The core principle is that accepted resources should be directed toward uses that strengthen educational quality, research capacity, institutional responsibility, and long-term development.

TUES also recognizes that donor recognition may in some cases be appropriate. Expressions of appreciation, acknowledgements, or naming arrangements may be considered where they are reasonable, transparent, and consistent with the values and dignity of the institution. However, donor recognition must never amount to the transfer of academic or administrative influence, nor may it create the appearance that institutional authority has been compromised in exchange for financial support.

## **8. Monitoring and Reporting**

In order to ensure accountability and institutional learning, TUES shall maintain appropriate systems for monitoring the receipt, allocation, and use of funding and donations. Monitoring is necessary not only for financial control, but also for assessing whether contributions are achieving their intended educational, institutional, social, or sustainability-related outcomes.

The University's finance and administrative structures should monitor relevant transactions and maintain accurate internal records of all accepted contributions. Where donor agreements require progress updates, expenditure tracking, narrative reports, or performance evidence, those obligations must be fulfilled in a timely and reliable manner by the responsible units.

Periodic reporting should also support internal oversight by the Rectorate and relevant governance bodies. For significant donations or funding arrangements, the University should be able to demonstrate what resources were received, how they were allocated, whether agreed conditions were met, and what results or benefits were achieved.

TUES should also work toward preparing periodic institutional summaries or reports that reflect the impact of funding and donations on the University's development. Such reporting may include educational outcomes, student support indicators, infrastructure improvements, research outputs, innovation support, community engagement effects, or sustainability-related achievements where relevant. The purpose of such reporting is not merely promotional. It is to show that external contributions are used responsibly and that the University remains accountable for the benefits it claims to generate.

## 9. Review and Updates

This Policy shall be treated as a living institutional document. TUES recognizes that the governance of funding and donations must evolve as the University develops, as legal and regulatory frameworks change, and as new expectations arise concerning transparency, ethics, philanthropy, sustainability, and donor relations.

For that reason, the Policy should be reviewed periodically through the University's approved governance process. A formal review cycle should normally be established, but the University may also initiate an earlier review where needed because of changes in legislation, internal governance structures, funding practices, reputational considerations, or strategic priorities.

Updates to the Policy should take into account implementation experience, audit findings, stakeholder feedback, evolving good practice in higher education, and the broader institutional direction of TUES. The University should also seek to ensure that revisions improve clarity, strengthen controls, and maintain consistency with the University's mission, values, and governance framework.

Through this approach, TUES affirms that responsible funding and donation management is not a static administrative task, but an ongoing institutional responsibility linked to trust, autonomy, sustainability, and the ethical stewardship of external support.

**Rector**



**A.Absamatov**