

MOVEMENT-WIDE PRINCIPLES FOR RESOURCE MOBILIZATION

BACKGROUND

The International Red Cross and Red Crescent Movement (Movement) is committed to preventing and alleviating suffering wherever it may be found. Never has that collective work been so important. We live in a world where armed conflicts, natural disasters and other emergencies create an ever-widening gap between people's basic needs and available resources. We must therefore seize the opportunity as a Movement to increase our income sufficiently to meet growing needs.

VISION

We work together to be leaders in local and global resource mobilization, which enables us to maximize our global reach and fulfil the humanitarian mission of the Movement.

We put humanity first: fundraising together helps ensure we can continue to respond to humanitarian needs, wherever they may be, now and in the future.

We are the partner of choice for our supporters, providing excellent donor care and stewardship.

GOALS

We fundraise with the aim of:

- being leaders in local and global resource mobilization for humanitarian work;
- mobilizing the power of humanity, particularly during emergencies, enabling partners and supporters to provide help to those most in need; and
- ensuring individual and collective financial sustainability in a spirit of solidarity and good partnership, thus recognizing that the Movement is stronger together than the sum of its parts.

PRINCIPLES

1. **Maximizing income:** take responsibility, individually and collectively, for proactively maximizing income for the domestic and global work of the Movement to prevent and alleviate human suffering wherever it may be found.

This principle commits the components of the Movement to collaborate to maximize their potential in resource mobilization for the sustainability and fulfilment of their respective mandates and that of the Movement as a whole, and to work together to reach further where joint action is an enabler to do more.

A lack of ambition limits the Movement's ability to take the local and global position of partners of choice. It is the deeply embedded local presence and global reach, combined with the public's awareness of the Red Cross and Red Crescent that provide unparalleled opportunities to maximize potential in fundraising. We prioritize fundraising for maximum humanitarian impact. We must therefore support each other in fundraising and enable each other to fundraise in order to exercise our individual mandates, roles and core competencies.

We acknowledge that enhancing existing models of fundraising could help achieve our goals and that we may have to explore new and different approaches. Sustainability in fundraising will come from sharing experience and knowledge, establishing long-term partnerships and innovating.

2. **Fundraising driven by need:** fundraise in a way that puts the humanitarian imperative and humanitarian needs at the core of decision making.

The Movement is committed to fulfilling its humanitarian mission to prevent and alleviate human suffering wherever it may be found, including helping those affected by armed conflict and internal strife, natural disasters and health crises. This imperative must remain at the core of all our activities, including fundraising. This principle commits the components of the Movement to fundraising proactively in support of unmet domestic and international humanitarian needs and of the Movement's intended response thereto.

Fundraising communication, i.e. imagery and messages, must accurately represent the humanitarian needs the Movement is responding to. It must also portray the work of the Movement and its components in a manner that is reflective of the work being carried out in affected communities, and the overall situation. It should at all times preserve the dignity and respect of those persons and communities affected by crises, and must give utmost attention to ensuring the security and protection of affected populations.

This principle also recognizes that where humanitarian needs are met by others, fundraising may not be necessary or appropriate. In such cases, our communication should clearly articulate the Movement's position in relation to the given crisis and any decision not to fundraise.

3. **Capacity development:** support National Red Cross and Red Crescent Societies (National Societies) in developing and diversifying their fundraising, and leverage the support of other Movement components to enhance National Societies' capacity in resource mobilization.

This principle reflects the collective commitment of the Movement to build a network of strong and sustainable National Societies that are capable of supporting themselves and of contributing to the overall work of the Movement. This principle recognizes that one model of resource mobilization is not appropriate for all and that together we must adopt a systematic approach to National Society fundraising development by: leveraging existing networks;

mobilizing peer-to-peer support; building on our extensive internal knowledge, experience and expertise; and drawing on external resources and good practices.

In 2011, the General Assembly of the International Federation of Red Cross and Red Crescent Societies (IFRC) approved the first ever Federation-wide resource mobilization strategy. Its primary strategic goals remain relevant and valid, particularly its objectives to increase the resource-mobilization capacity of National Societies. It is with this in mind, and recognizing the good work done to achieve positive outcomes for National Society development in fundraising, that we commit to this principle.

In addition, this principle connects to a wider paradigm shift in humanitarian financing, which recognizes that financial resources must be more flexible, efficient, transparent and effective. Humanitarian organizations should seek to support and strengthen local action and local actors. Strong National Societies with a sustainable domestic resource base will lead, in turn, to a stronger Movement and to a more effective humanitarian response.

Resource mobilization is an important function in wider organizational development. It contributes to a National Society's sustainability and reduces dependency on a few partners or funders. Furthermore, it helps to create constituencies within communities that can support National Societies and enable them to expand and develop their humanitarian services.

4. **Investing to grow:** identify opportunities to achieve growth that support the financial sustainability of the individual Movement components and their ability to carry out their mission effectively. Strive to invest in ways that create growth in fundraising, making decisions based on data and evidence.

This principle commits the leadership of the Movement components to prioritize fundraising as a means to achieve their humanitarian goals, locally and globally. To do so requires investment in fundraising.

Sound investment decisions must be based on understanding the current position in domestic resource mobilization and how that position contributes to the overall global situation. A sustainable, diverse and growing funding base is essential to the financial health of the Movement components and to their ability to respond to increasing humanitarian needs.

Understanding the markets in which we fundraise, the funding base we draw upon, and the opportunities to invest to grow individually and collectively requires comprehensive and reliable funding data to analyse and benchmark against. The Movement should also benchmark against other organizations in order to make informed decisions about where its components can invest.

Investing to grow is often a difficult strategic decision. Available funds are often directed towards the delivery of vital services, projects and programmes to help vulnerable people and communities. However, practice shows that Movement components with a clear investment strategy for fundraising growth are far more likely to become stronger and more sustainable organizations with more available resources to carry out their humanitarian work in the long term.

5. **Solidarity and good partnership:** adopt a collaborative and coordinated approach built on trust, mutual respect and solidarity amongst Movement components, avoiding all forms of competition and leveraging our respective mandates and core roles, as well as our strengths.

This principle recognizes that the potential of the Movement in resource mobilization depends on the ability of its components to work together in a spirit of good partnership, building upon

their respective mandates, core roles and strengths. The Movement exists as one to prevent and alleviate human suffering wherever it may be found. It is with this express mission at the core that the approach to local and global resource mobilization must be built.

Movement components should use their unique and privileged position for resource mobilization, to drive progress in the realization of their mission; seeking opportunities to support and promote each other's success. By unlocking opportunities for donors to give, irrespective of where they are located, by enabling people to commit an act of humanity through donating, and by coordinating to avoid competition, Movement components help to create a positive experience for donors and partners, whatever their relationship with the Movement.

6. **Funding our mission:** recognize the primacy of National Societies in fundraising for their activities in their respective markets while recalling that they have a responsibility to maximize income for the humanitarian mission of the Movement.

Each component of the Movement should be enabled to raise or receive adequate resources to fulfil its humanitarian mandates and core roles and responsibilities and should support the efforts of other components of the Movement to do so.

As auxiliaries to public authorities in the humanitarian field, National Societies enjoy a distinct status and role. Furthermore, they must be prepared to respond to other humanitarian needs as necessary.

National Societies should take proactive steps to maximize their fundraising potential as opportunities arise. It is vital that they be strong fundraising organizations capable of and willing to raise resources in their own markets for their own activities and for those of other components of the Movement.

Taking account of humanitarian needs and donor intent, in situations where Movement components cannot fundraise for whatever reason, together we welcome the opportunity to explore alternative approaches or the development of donor relationships by other Movement components.

7. **Dialogue with States:** recognize the strategic importance, for all components of the Movement, of a coordinated dialogue with States to support and fund their specific humanitarian mandates, roles and core competencies; strongly encourage all National Societies to manage their relationship with their governments for the benefit of the entire Movement.

States are committed under the Statutes of the Movement to “support, whenever possible, the work of the components of the Movement”.¹

One of the primary roles of National Societies is therefore to engage in and manage the relationship with their respective governments in order to secure long-term and regular resourcing for their humanitarian work, including, but not limited to, their activities carried out as part of their auxiliary role to the public authorities in the humanitarian field, as well as for the IFRC and the International Committee of the Red Cross (ICRC). Where there is an opportunity to work together with States, components of the Movement strive to coordinate their efforts to maximize funding for the benefit of all.

The commitments undertaken by States to support the Movement extend beyond the National Society in their country. States have, in particular, made commitments in specific resolutions

¹ Statutes of the International Red Cross and Red Crescent Movement, Article 2, paragraph 3.

adopted by the International Conference of the Red Cross and Red Crescent² to provide the ICRC, through regular and special contributions, with the means to fulfil its roles and mandates under the 1949 Geneva Conventions and the Statutes of the Movement. The ICRC is responsible for making its appeals to governments and for negotiating the governments' contributions. The presence of the National Society in those negotiations depends on the agreement reached between the government, the ICRC and the National Society.

8. **Positioning our brand:** fundraise at all times in a way that contributes to building constituencies of support, thereby increasing the visibility and strengthening the individual brands of Movement components and of the Movement as a whole.

On issues of shared global interest and importance, the Movement is committed to exploring the connection between resource mobilization and public engagement, global messaging, advocacy and humanitarian diplomacy.

Each Movement component is committed to fundraising in a way which promotes a positive image and recognizes the impact of fundraising activities on its own brand and reputation, on those of other Movement components, and on the Movement as a whole. By committing to supporting each other in efforts to positively position themselves through fundraising, Movement components therefore help preserve their reputation and brand, enabling the Movement to carry out its humanitarian mission.

Where there is a desire or requirement to speak with one voice, the Movement should coordinate effectively to give supporters in local and global markets the option to donate through whichever channel they prefer.

9. **Principled approach:** take a principled and ethical approach to fundraising that complies at all times with applicable laws and exhibits a commitment to the Fundamental Principles and the agreed policy and regulatory framework of the Movement.

In all resource-mobilization activities, the Movement components reiterate their commitment to complying with the Fundamental Principles of the Movement and with the Movement's agreed policy and regulatory framework. This should protect the emblems and the reputation and brands of the Movement and its components. In particular, Movement components have a duty to abide at all times by:

- the Fundamental Principles;
- agreed norms on the display of the emblem and of our respective logos resulting from the 1949 Geneva Conventions and their Additional Protocols and from the 1991 Regulations on the Use of the Emblem of the Red Cross or the Red Crescent by the National Societies;
- applicable national, supra-national and international laws;
- other relevant Movement rules and policies, including the 2005 International Red Cross and Red Crescent Movement Policy for Corporate Sector Partnerships,³ to ensure that Movement components do not enter partnerships with and do not accept contributions from corporations or organizations whose activities do not comply with the Movement's Fundamental Principles, mission and/or objectives;
- recognized standards on data protection.

Movement components should also ensure that they do not engage in resource-mobilization activities or solicit or receive funds that are liable to expose them to a significant financial or

² 25th International Conference of the Red Cross, Resolution 25, "Financing of the ICRC by governments", Geneva, 1986.

³ Council of Delegates, Resolution 10, "Movement policy for corporate sector partnerships", Seoul, 2005.

reputational risk. Lastly, and in light of the above, all components should give due consideration to putting in place the rules and procedures necessary, including appropriate oversight mechanisms, to ensuring that fundraising activities are conducted in a principled and ethical manner at all times.

10. **Accountability:** raise and utilize donated resources in a manner that honours donor intent and is transparent and accountable to the people and communities we serve, to our donors and to the Movement as a whole.

In order to remain donors' partner of choice and sustain their loyalty, it is essential that Movement components demonstrate "value for money", transparency and accountability to donors and the communities they serve, in compliance with applicable national, supra-national and international laws and regulatory requirements. This is of utmost importance in an increasingly competitive domestic and global fundraising environment.

Irrespective of the type of partnership, whether with a member of the public or with a donor government, a partner's decision to support the Movement or any one of its components should be considered a sign of their trust in our ability to fulfil our mission.

The interests of donors are central in this context. Contributions may therefore only be spent in accordance with the terms under which the donors gave their contributions. Movement components must be able to report on the use of funds received. Furthermore, in many countries funds raised for a specific purpose are legally required to be spent for that purpose. Clear communication on the purpose(s) of fundraising activities can help Movement components to ensure transparency and accountability to donors, to the communities served and to the Movement as a whole.