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**COUNCIL OF DELEGATES  
OF THE INTERNATIONAL RED CROSS  
AND RED CRESCENT MOVEMENT**

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**MOVEMENT-WIDE PRINCIPLES FOR RESOURCE MOBILIZATION**

**DRAFT RESOLUTION**

**Document prepared by**

**the International Committee of the Red Cross and the  
International Federation of Red Cross and Red Crescent Societies  
in consultation with National Red Cross and Red Crescent Societies**

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## DRAFT RESOLUTION

### Movement-wide principles for resource mobilization

The Council of Delegates,

*deeply concerned* by the growing humanitarian needs stemming from armed conflicts, natural disasters and other humanitarian crises, and *recognizing* the ever-widening gap between humanitarian needs and the resources available to reach the people and communities that the International Red Cross and Red Crescent Movement (Movement) serves,

*emphasizing* the Movement's mission, as set out in its Statutes, to "prevent and alleviate human suffering wherever it may be found, to protect life and health and ensure respect for the human being, in particular in times of armed conflict and other emergencies, to work for the prevention of disease and for the promotion of health and social welfare, to encourage voluntary service and a constant readiness to give help by the members of the Movement, and a universal sense of solidarity towards all those in need of its protection and assistance",

*welcoming* the consultations held throughout 2016 and 2017 on the Movement-wide principles for resource mobilization and associated actions and *taking note* of the results of the related survey of National Red Cross and Red Crescent Societies (National Societies) conducted by the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC),

*expressing concern* that, although resource mobilization is a high priority amongst some Movement components, it is not sufficiently prioritized by others and that the Movement is not realizing its full potential in resource mobilization for its domestic and global work,

*reiterating* the importance of taking a coherent and effective approach to cooperation in fundraising and related communications within the Movement and of committing all Movement components to supporting National Societies in further strengthening their capacity to mobilize resources,

*noting* the global benchmarking exercise on fundraising conducted with Movement components, *recognizing* the growing competition in local and global resource mobilization, and *acknowledging* that while other organizations are increasing their income and their market share across public- and private-sector fundraising, the data collected suggests that the Movement is not,

*noting* that the challenges faced in mobilizing resources locally and globally have been highlighted in resolutions adopted by previous Councils of Delegates and that, as noted below, these challenges have become increasingly acute, to the point that practical action is required,

*taking note* of the interest expressed and of the commitments undertaken by the wider humanitarian community to provide increased support and funding to local and national responders and to deepen and broaden the resource base for humanitarian action,

*recalling* Resolution 1 of the 2015 Council of Delegates, "Strengthening Movement coordination and cooperation (SMCC): Optimizing the Movement's humanitarian response" and its crucial recommendation that "[a] Movement-wide approach to resource mobilization should be built on complementarity and non-competitiveness, meaning intra-Movement competition is avoided",

*emphasizing* the interest of Movement components in developing Movement-wide principles for resource mobilization and *recalling* Resolution 2 of the 2015 Council of Delegates and its operative paragraph 6, which “commits the Movement components to demonstrating their collective leadership with a view to maximizing the Movement’s fundraising potential in a spirit of collaboration and good partnership, and calls upon the ICRC and the IFRC to pursue an inclusive process with National Societies for the development of Movement-wide principles for resource mobilization, which are to be submitted for adoption at the Council of Delegates in 2017”,

*emphasizing* the importance for the Movement and its components of further developing and strengthening their common vision on domestic and global resource mobilization so as to find models of cooperation through which intra-Movement competition can be avoided, and to ensure that the Movement and its components can increase their capacity to respond to growing humanitarian needs,

*reaffirming* the duty of all Movement components to abide by the Fundamental Principles and the Movement’s regulations, policies and rules at all times, in all of their activities – including fundraising, in their relationships with external partners, and in the use and display of the emblem,

*mindful of* the coordination frameworks, agreed upon by the Movement, and of the treaty-based and statutory mandates and core responsibilities of the Movement’s components, and *emphasizing* the collective ambition of the Movement and its components to maximize their resource-mobilization potential to the fullest for the benefit of the people and communities they serve,

*stressing* the importance for Movement components of taking responsibility for maximizing their fundraising potential and of supporting the capacity development of National Societies and *reaffirming* the Movement’s commitment to working together in order to increase its income sufficiently to meet growing humanitarian needs;

1. *adopts* the Movement-wide principles and deliverables for resource mobilization, as annexed to the present resolution, and *encourages* all Movement components to comply with these principles in their individual and collective resource-mobilization efforts;
2. *invites* National Societies, the IFRC, and the ICRC to state their individual and collective commitment to fundraising in a manner consistent with the Movement-wide principles for resource mobilization outlined in Annex 1;
3. *requests* that the National Societies, the IFRC and the ICRC work together to create a global fundraising hub, as outlined in Annex 2, whose activities include collecting and sharing fundraising data and best practice and learning in fundraising, and setting up a fundraising catalyst fund that supports Movement components in prioritizing strategic investment in fundraising based on robust market and data analysis;
4. *calls upon* the Movement components to report back to the Council of Delegates in 2019 on progress and achievements in fundraising in accordance with the Movement-wide principles for resource mobilization, on the creation and implementation of the global fundraising hub, and on strategic investment in National Society fundraising development.