

Power of humanity

Council of Delegates of the International
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**COUNCIL OF DELEGATES
OF THE INTERNATIONAL RED CROSS
AND RED CRESCENT MOVEMENT**

Geneva, Switzerland
8 December 2019

**Movement-wide Principles for Resource Mobilization
(Resolution 2 of the 2017 Council of Delegates)**

Progress report

**Document jointly prepared by
the International Federation of Red Cross and Red Crescent Societies and the
International Committee of the Red Cross, in consultation with members of the
Steering Committee for the Movement-wide Principles for Resource Mobilization**

Geneva, October 2019

EXECUTIVE SUMMARY

This report is an update on the progress and achievements in fundraising in accordance with Resolution 2 adopted by the 2017 Council of Delegates, "Movement-wide principles for resource mobilization" (CD/17/R2). The resolution outlined three deliverables to bring these principles to life and enable transformational change in the collective resource mobilization efforts of the International Red Cross and Red Crescent Movement (the Movement):

- **deliverable 1:** developing a virtual fundraising hub
- **deliverable 2:** creating a fund to provide seed financing for fundraising to National Red Cross and Red Crescent Societies (National Societies)
- **deliverable 3:** improving the Movement's access to and analysis of strong fundraising data.

Thanks to strong involvement from all components of the Movement, progress has been achieved on all three deliverables through the Virtual Fundraising Hub (Hub), whose activities are overseen by a steering committee and managed and coordinated by a programme manager.

DELIVERABLE 1

- In March 2019 the Hub hosted the International Fundraising Skillshare event for the first time. It provided an opportunity for four communities of practice to meet, building momentum for cross-regional sharing of fundraising knowledge and insights.
- A review was done of all global, regional and subregional fundraising skillshare events and communities of practice. The key outcomes will feed into a learning and development strategy for the fundraisers of Movement components.
- A Hub community has been established on the Learning Platform of the International Federation of Red Cross and Red Crescent Societies (IFRC). It is a pilot project tested with the attendees of the International Fundraising Skillshare, providing access to key event presentations and materials.
- Priorities have been set, such as the development of tools and resources for the Learning Platform, and the people from the National Societies who will support and coordinate these efforts have been identified.
- A needs assessment of National Societies concluded that there is clear demand for a global digital fundraising solution. A project team is leading the process to select a provider and exploring methods for making this support available to develop National Societies' digital fundraising capacity.

DELIVERABLE 2

- Fundraising investment models have been researched and possible options for a long-term model have been identified. Work is continuing on aligning these options with pre-existing models, such as the National Society Investment Alliance.
- The current and recent fundraising investment and capacity-building projects between Movement components are being mapped. The results will inform a future fundraising investment fund.
- A process has been developed to pilot fundraising capacity-building projects. It will feed into a long-term model for fundraising investment. Several pilot projects for fundraising capacity-building will now be undertaken.

DELIVERABLE 3

- More National Societies participated in the International Fundraising Leadership Forum (IFLF) peer review benchmarking exercise (37 in 2018 compared with 19 in 2017).
- National Societies that participated in the IFLF peer review received a data and analysis pack for the first time, enabling their leaders and management to review the data and use it for strategic decision-making.

In addition, 72 National Societies were consulted on different aspects of the deliverables. As this is an ongoing project in which the key next steps for each deliverable have been set and planned, continued support will be needed from all Movement components for the project to remain sustainable over the long term.

Accordingly, the key challenges and recommendations focus on maintaining enough support, participation and consultation among a diverse cross-section of National Societies and enough financial and technical support to establish global frameworks to promote fundraising investment and capacity-building for a large number of National Societies.

1) INTRODUCTION

The Movement is committed to preventing and alleviating suffering wherever it may be found. But we live in a world where the needs of people and communities affected by armed conflicts, natural disasters, other humanitarian crises and chronic fragility are growing, and a wide gap remains between those needs and the resources available to reach the people and communities. Resource mobilization is a high priority for some components of the Movement, but it is not yet given enough priority by others, raising concern that the Movement is not reaching its full potential, i.e. not mobilizing all the resources it could for its domestic and global work. In addition, the donor base needs to be diversified to maintain the Movement's impartiality, neutrality and independence despite the earmarks and restrictions that traditional donors are increasingly placing on their contributions. These factors, coupled with growing competition for funding locally and internationally,¹ put the Movement's funding at risk, and with it the successful implementation of the Movement's many activities on behalf of people and communities in need.

In order to increase the income of Movement components and meet growing humanitarian needs, we must therefore take it upon ourselves to maximize our fundraising potential as a Movement and work together to support the development of National Societies' fundraising capacity. For this purpose, a framework was set out to effect transformational change in how the Movement understands, invests in, and coordinates its fundraising, and to maximize its fundraising potential.

2) BACKGROUND

Initial discussions around Movement-wide resource mobilization resulted in the adoption of the Movement logo and the commitment by the Movement components at the 2015 Council of Delegates to develop Movement-wide principles for resource mobilization through an inclusive process (CD/15/R2). In 2017 the Council of Delegates adopted the Movement-wide principles for resource mobilization (principles) and the deliverables, in Resolution 2 and its annexes (CD/17/R2). The resolution promotes transformational change in the Movement's collective resource mobilization efforts. The vision, goals and principles for resource mobilization it sets out were designed to help all components to raise the funds they need to fulfil their responsibilities under their individual mandates and the mission of the Movement as a whole.

¹ Data from the IFLF peer review suggests that the Movement's market share is stagnating.

The resolution also outlines three deliverables for applying the principles and maximizing the Movement's fundraising potential in a spirit of collaboration and good partnership:

- **deliverable 1:** developing a virtual fundraising hub with the purpose of coordinating subsequent initiatives and Movement fundraising generally, sharing best practice in fundraising, and facilitating and coordinating the learning and development of fundraising staff within the Movement
- **deliverable 2:** creating a fund to provide seed financing to support growth and development in fundraising according to the needs of the National Society
- **deliverable 3:** improving the Movement's access to and analysis of strong fundraising data to underpin strategic decision-making in resource mobilization.

The progress on these deliverables is the focus of this report.

A total of 72 National Societies were consulted on different aspects of the deliverables through the:

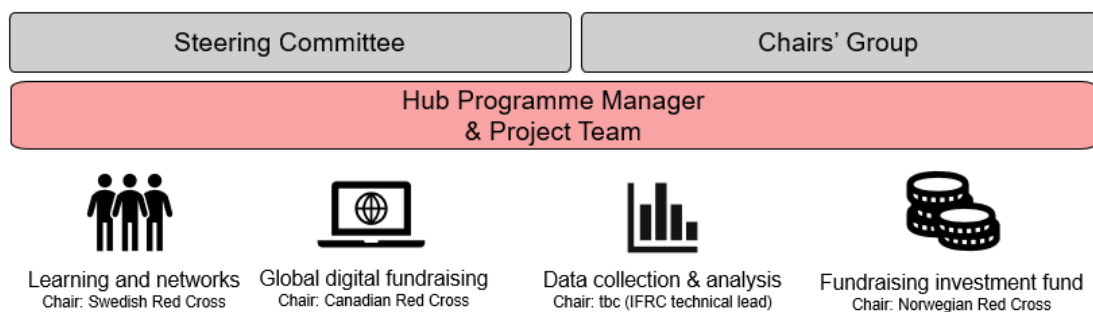
- Steering Committee for the Movement-wide Principles for Resource Mobilization (Steering Committee), and the Hub's digital fundraising working group
- European Public Support Group
- IFLF peer review
- International Fundraising Skillshare 2019
- facilitators of communities of practice and regional skillshares.

3) PROGRESS

A) SETUP AND GOVERNANCE

Following the adoption of Resolution 2, a reference group of 17 National Societies, the International Committee of the Red Cross (ICRC) and IFRC met in January 2018 and agreed to establish a steering committee to oversee the implementation of the principles. It comprises 12 National Societies (i.e. either fundraising and marketing directors, or secretaries-general) representing every geographic region, the ICRC and the IFRC. It met for the first time in April 2018, and a total of five meetings took place between April 2018 and June 2019.

Over that period, the governance and management of the Hub was gradually reinforced. The Steering Committee played a key role in strategic decision-making: it set out four priority workstreams and ensured the Hub was structured so that it could organize and implement activities and provide the requisite follow-up. A Chairs' Group comprising the Norwegian Red Cross (Steering Committee chair), the IFRC and the ICRC (co-vice-chairs) was set up to provide more operational and tactical guidance. A programme manager role was established to coordinate the workstreams. A project team made up of IFRC and ICRC technical leads coordinated the technical development of each workstream and provided support to the Steering Committee. A chair was designated from a National Society to lead each workstream; where relevant, the chairs established working groups made up of National Society representatives. The Hub had consultancy support from the firm Astarita Aldrich & Ward.



Given that the principles serve simply as a compass for Movement fundraising policy and approaches, their impact is difficult to measure and will only be evident years from now. The principles have not been formally promoted, but they are regularly mentioned in high-level Movement fundraising policy meetings. They frame discussions on new joint fundraising initiatives within the Movement and clarify the terms of effective, coordinated and principled fundraising of components and of the Movement as a whole. It would be interesting to explore ways that the Steering Committee can further mainstream the principles and encourage good practice, in line with agreed regulatory and policy frameworks.

B) DELIVERABLE 1: DEVELOP A VIRTUAL FUNDRAISING HUB

The overarching objectives of the Hub are to:

- oversee data and investment projects
- provide a platform to share fundraising best practice and access fundraising tools and expertise
- coordinate global fundraising learning and development via a globally accessible IT platform, and support the regional and global workshops and skillshares.

The Steering Committee established two workstreams to meet these objectives: a learning and networks workstream to focus on the training and development offered to fundraisers within the Movement, and a global digital fundraising workstream.

Learning and networks

This workstream was established in August 2018, and in May 2019 the priority projects under the workstream were confirmed by the working group, consisting of 21 participants from seven National Societies, the IFRC and the ICRC. The projects are:

- develop an online platform to store and share fundraising content
- review and provide coordination and support for the International Fundraising Skillshare and regional skillshare events and communities of practice, and develop a long-term plan for these events
- establish professional development opportunities for fundraisers within the Movement to help build a strong global fundraising workforce, e.g. by setting out a plan for a global fundraising academy
- develop resources and tools to support fundraising
- direct support for capacity development to National Societies.

The IFRC Learning Platform is being piloted as the host for the Hub's online community. It provides access for registered fundraisers within the Movement to fundraising tools and resources. There are currently 223 users registered on the platform and over 70 have viewed or accessed the available materials. Many fundraising communities of practice are already using other channels to communicate. The Hub will review options for a long-term solution to help coordinate and support these groups.

In March 2019 the Hub hosted the International Fundraising Skillshare for the first time and received good feedback on value for money and relevance to participants' jobs. A total of 221 fundraisers from 42 National Societies, the IFRC and the ICRC attended the event. During the event, National Society fundraisers coordinated and led meetings of four fundraising communities of practice (i.e. those focused on individual giving, high net worth individuals, corporate fundraising and innovation in fundraising). These groups wish to maintain their networks and establish further communities of practice. The Hub gave support to regional fundraising skillshares in 2018 as needed, and began collecting fundraising tools, templates and other resources to share via the online platform.



The Hub is reviewing the global and regional skillshares and communities of practice to help develop an approach for supporting events such as these as part of the learning and development it offers. Preliminary results suggest that an overarching Movement strategy for learning and development is needed, given the strong interest in both the skillshare events and in access to online learning opportunities. In addition to the communities of practice, there are also several regional skillshares that would welcome support for planning, funding strategies and content coordination.

Key next steps

- Develop a learning and development strategy for fundraisers within the Movement, such as through a global fundraising academy, by assessing fundraising skills and developing a curriculum to address gaps. This will include a long-term plan for supporting Movement fundraising learning events in all regions and fundraiser-led communities of practice to ensure that as many National Societies as possible can benefit from the coordination, strategic investment and access (in different languages and online) and find the support relevant at all levels.
- Continue testing the platforms being used to connect fundraisers and plan for a long-term platform accessible to and useful for all fundraisers within the Movement.
- Build a collection of fundraising tools and resources to share via the online platform.

Global digital fundraising

In 2018 the Steering Committee agreed that developing global digital fundraising was a priority and that the Hub should coordinate the project on behalf of the Movement. It set the following objectives for the digital fundraising workstream:

- develop a global digital fundraising platform to replace and improve upon the previous platform (Ammado)
- develop a Movement-wide approach to digital fundraising, including via the online platform, and agree on conditions of use
- provide support to National Societies for the development of capacities in digital fundraising.

A needs assessment was conducted to determine what the demand was for a digital fundraising platform. Data were collected from the previous platform, from interviews with ten National Society experts and from a survey of National Society fundraising focal points (49 responses). The assessment revealed the following:

- A platform for corporate employee giving and online donations is needed.
- 60% of survey respondents felt their National Society was not maximizing the potential of online giving.

- There is a significant need for expertise and support in digital fundraising, in particular for National Societies with less developed fundraising strategies.
- 22% of respondents said their National Societies were unable to take online donations at all.
- 44% of those who used the previous platform have not replaced it.

Key next steps

- Identify a supplier by the fourth quarter of 2019 for initial pilot testing by a small number of National Societies, based on terms of reference developed by the global digital fundraising working group.
- Support Movement components in their individual and collective online fundraising, once the platform has been established.
- Develop a strategy for providing digital fundraising expertise to National Societies that request it.

C) DELIVERABLE 2: INVEST IN FUNDRAISING

The objectives of the fundraising investment fund workstream are to:

- invest in developing National Societies' fundraising capacity, for example by supporting National Societies that are operating in emerging fundraising markets and just starting to fundraise or funding those in mature markets to help them develop new income sources
- achieve domestic and international growth in fundraising
- fund initiatives that have the potential to raise additional income for the work of the Movement by launching international appeals and promoting donor relationships that transcend borders.

To reach these objectives, a fundraising investment fund is being researched and will then be developed. Research was conducted on investment funds in international non-governmental organizations, which provided recommendations for possible fundraising investment fund models. The fund needs to provide useful and effective support to National Societies and should align with existing Movement funds, such as the National Society Investment Alliance, to avoid duplication. The current investments in developing fundraising capacity are being mapped in order to learn from the existing intra-Movement fundraising investment models.

In the meantime, several pilot projects to invest in National Societies have been planned to inform the model of the fund. One pilot project – developing a domestic fundraising market study – was completed in 2018. Its aim was to help the National Society in question to take the next step in planning fundraising. The post-project assessment revealed that, with a few adjustments, the process could be replicated in other countries and regions.

Key next steps

- Invest in the third and fourth quarters of 2019 in geographically representative pilot projects to build fundraising capacity.
- Map existing Movement projects to invest in fundraising or build fundraising capacity.
- Research and develop a model of the preferred investment fund mechanism, in which fundraising and resource mobilization are the sole priority.

D) DELIVERABLE 3: DATA COLLECTION AND ANALYSIS

A small data collection and analysis working group has been formed, with the IFRC as technical lead, to implement the third deliverable – improving access to and analysis of fundraising data from across the Movement. The group is focusing on:

- establishing a baseline of the Movement's performance in fundraising by increasing participation in the IFLF peer review from 19 National Societies to 40 in year one and increasing participation steadily thereafter to more than 50% of the network (e.g. 95 National Societies) by 2020
- using the external benchmark data to report annually on the comparative progress of Movement-wide fundraising
- identifying opportunities for strategic investment to increase fundraising or defend the Movement's market share both locally and globally.

The main standardized instruments for collecting income data are through the IFLF peer review – a global benchmarking exercise used by 14 international non-governmental organizations – and the Federation-wide Databank and Reporting System (FDRS).

The number of National Societies participating in the IFLF peer review increased from 19 in 2017 to 37 in 2018, with five National Societies from the Africa and Middle East and North Africa regions submitting data for the first time. In order to benefit from the peer review, the Movement has to meet the challenge of ensuring that these National Societies continue to participate and that more join in.

For the first time in 2018, all participating National Societies received a personalized data analysis pack from the Hub, showing their own performance at the national, regional and global levels. Three-quarters of respondents in a survey of National Society participants said they would use the data analysis to plan their fundraising strategy and influence decision makers. They particularly liked being able to review trends and benchmark themselves against other National Societies and other organizations in their own markets.

Globally, this analysis will help identify opportunities to strategically invest time or monetary resources in developing individual National Societies' capacity and in Movement-wide fundraising opportunities. Gathering and analysing data therefore also helps implement the deliverable on investing in fundraising. Data analysis has been presented at three Movement leadership events (the Asia-Pacific Regional Conference, the Budget & Financial Architecture Subcommittee of the Finance Commission of the IFRC, and the ICRC & National Society Senior Leadership Dialogue), and at the International Fundraising Skillshare and the Middle East and North Africa Fundraising Skillshare.

Through the FDRS in 2018, the IFRC collected fundraising income data from 154 National Societies. That version introduced new metrics common to the IFLF peer review data set. It showed that many National Societies were already able to categorize their income data and that there was scope to expand participation in the IFLF peer review by aligning the two data collection projects.

Key next steps

- Increase National Society participation in benchmarking exercises, improve analysis and provide additional (e.g. peer-to-peer technical) support on how to use the data to ensure it is useful for participants in their strategic decision-making.
- Strengthen our knowledge base for fundraising (e.g. monitor new key performance indicators and income streams) and gradually streamline data collection methods for fundraising income.
- Stress the need to record and analyse fundraising data to support strategic decision-making.
- Kick-start the analysis that will guide us in the distribution of funds raised through global campaigns using the Movement logo (as requested by the Movement-wide Principles for Resource Mobilization Reference Group in 2017).

4) CONCLUSION AND RECOMMENDATIONS

Progress is being made on implementing the deliverables, and further progress requires continued support from all Movement components. Key challenges faced thus far include:

- maintaining enough involvement and support from a numerous and diverse group of National Societies, both in general and on specific projects (such as the IFLF peer review, which could see participation stagnate if Movement components do not prioritize regular collection of their fundraising income data)
- dedicating enough support and staff time to establish useful global frameworks for promoting investment in fundraising and capacity development for a large number of National Societies
- reconciling the ambition of transformational change in the Movement's resource mobilization with the need to coordinate and support existing projects (such as the International Fundraising Skillshare and IFLF peer review) with limited staff capacity.

The Hub's estimated running costs for 2020 are one million Swiss francs, which covers project implementation and Hub staff but does not include project staff time committed by the IFRC and the ICRC or financing for an investment fund (to be determined, based on the chosen fund model). The Hub will require even more support from National Society fundraisers in the form of expertise for the various initiatives.

KEY RECOMMENDATIONS

The Steering Committee calls upon all Movement components to:

- abide by the principles for more effective, coordinated and principled resource mobilization
- consider supporting the Hub financially and with dedicated and experienced staff time, to ensure that its initiatives remain sustainable over the long term.

So that the principles and deliverables can continue to be successfully implemented, the IFRC, the ICRC and National Societies involved in the Hub should:

- continue prioritizing transformational change in their resource mobilization ambitions and work together to further the Hub goals, each contributing what they can to ensure the work remains a priority in the long term
- focus on implementing the key next steps for each workstream listed above
- ensure that more National Societies forming a more geographically diverse group contribute to and proactively interact with the Hub to make the initiative as effective and useful as possible
- encourage all National Societies to participate in the IFLF peer review
- communicate the opportunities the Hub can provide, and the ways that components can contribute to the joint effort to support fundraisers at all levels of the Movement
- promote the initiatives of the Hub to more audiences within the Movement, such as international and operations leaders
- explore how the Hub can further mainstream the principles and monitor the good practice and challenges observed in the implementation and application of the principles
- report back on the implementation of the principles to the Council of Delegates in 2021 via a second progress report.

The Steering Committee would like to thank all Movement components involved in the initiatives of the Hub and in driving the implementation of the deliverables.