

2022 Council of Delegates of the Red Cross and Red Crescent Movement

WORKSHOP

Virtual Fundraising Hub 2.0 – A commitment to growth

**Reinvigorating Movement Fundraising and
delivering on the Movement-wide principles for resource mobilization**

OUTLINE

Context

In 2017, the Council of Delegates adopted Resolution 2, “Movement-wide principles for resource mobilization” (CD/R2/17), with the aim of increasing the income of components of the International Red Cross and Red Crescent Movement (Movement) and meeting growing humanitarian needs by maximizing the Movement’s fundraising potential. One of the primary goals is to work together to support the development of National Red Cross and Red Crescent Societies’ fundraising capacity. However, the past four years have brought a number of changes for Movement resource mobilization: the global COVID-19 outbreak underscored the need to explore more technological and digital-based ways of attracting supporters, and although the Movement has managed to attract income to support its response to the pandemic, peer organizations have nevertheless grown at a faster rate over the past five years.¹ Movement components therefore need to reconvene to explore ways to build on the progress made and fast-track its fundraising development in order to complete the much-needed transformation in fundraising.

Vision

The resolution, which remains relevant today, sets out a bold vision for Movement fundraising:

“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, each according to our respective mandates. 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. The relevance and quality of our humanitarian work, together with the provision of excellent donor care and stewardship, make us the partner of choice for our supporters.”

¹ Source: International Fundraising Leadership Forum, peer review, 2020.

The vision is underpinned by three goals and by the Movement-wide principles for resource mobilization, by which the Movement aims to operate, individually and collectively. Three deliverables support this transformation:

1. working together to develop a virtual fundraising hub
2. creating a fund to invest in the development of National Societies' fundraising capacity
3. improving the Movement's access to and analysis of strong fundraising data.

Progress

Significant resources have been invested in implementing these deliverables, notably to create the Virtual Fundraising Hub, led by the Movement-wide Principles for Resource Mobilization Steering Committee. The hub has taken over the coordination of pre-existing Movement initiatives, has started several pilot projects and is making progress. Moreover, new Movement fundraising opportunities have been pursued – as a result of the efforts of the hub and its contributors – and have shown that there is potential for fundraising success through strong collaboration.

The hub now needs to develop and evolve, adjusting its focus, objectives and structure, so that the Movement can overcome the current limitations and deliver the transformational change required to maximize the Movement's fundraising potential and achieve the vision and goals set out in the resolution.

Imagining the future

As resource mobilization enters a new strategic phase for the network of National Societies and their federation and for the International Committee of the Red Cross (ICRC), looking ahead to 2030, the Council of Delegates 2022 offers an opportunity to recommit to the Movement-wide principles for resource mobilization and to establish practical initiatives for delivering on our collective vision.

We therefore propose to co-develop and agree on a new three-year strategy for the Virtual Fundraising Hub, which will provide an inspirational vision as well as tangible landmarks towards which Movement components will be working by implementing the principles.

Overall objective and expected outcomes

Overall objective

- **Celebrate success:** highlight the collective role of, and efforts made so far by, the components of the Movement and the Virtual Fundraising Hub in implementing the Movement-wide principles for resource mobilization.
- **Reimagine the future of the Virtual Fundraising Hub:** develop an inspirational path and strategy for the hub to deliver on the principles, and agree on indicators of the strategy's success.

- **Commitment to growth:** encourage Movement components to make commitments on implementing the principles, maximizing the Movement's fundraising potential and supporting the new vision and strategy for the Virtual Fundraising Hub.

Expected outcome

A three-year strategy for the Virtual Fundraising Hub, within the context of the Movement-wide principles for resource mobilization, goals and vision. The aim is to provide structure and tangible landmarks towards which Movement components will be working by implementing the principles.

Key questions to be considered

1. What are some examples of individual, bilateral or multilateral good practice by components of the Movement or the Virtual Fundraising Hub in implementing the Movement-wide principles for resource mobilization?
2. What areas of collaboration or principles requiring collective action could we explore further to better achieve our individual and collective fundraising goals?
3. What practical steps can we take to ensure that Movement components achieve fundraising growth (e.g. taking a joint approach to key philanthropists, holding a global campaign)?
4. What strategic targets can we set for the next three years to indicate success for the Virtual Fundraising Hub?

Supporting documents

- Council of Delegates, Resolution 2, "[Movement-wide principles for resource mobilization](#)," 2017. ([FR](#) / [SP](#) / [AR](#))
- Council of Delegates, [Movement-wide Principles for Resource Mobilization, progress report](#), 2017. ([FR](#) / [SP](#) / [AR](#))