



Power of humanity

**Council of Delegates of the International
Red Cross and Red Crescent Movement**

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Clarification of Resolution 2 of the 2017 Council of Delegates “Movement-wide principles for resource mobilization” (CD/17/R2)

DRAFT ELEMENTS OF RESOLUTION

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EN

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Document prepared by the American Red Cross
in consultation with the National Societies of Canada, Costa Rica, Japan, the Netherlands, Spain,
Switzerland and the United Kingdom and with the Virtual Fundraising Hub and the International
Federation of Red Cross and Red Crescent Societies (IFRC)

DRAFT ELEMENTS OF RESOLUTION

Clarification of Resolution 2 of the 2017 Council of Delegates 'Movement-wide principles for resource mobilization' (CD/17/R2)

BACKGROUND

The draft elements of the proposed resolution “Clarification of Resolution 2 of the 2017 Council of Delegates ‘Movement-wide principles for resource mobilization’ (CD/17/R2)” seek to provide the outline of the possible substance of individual paragraphs, without providing a definitive draft text. Each paragraph is followed by a rationale explaining why it would be useful to include such a paragraph in the resolution.

This document is being shared for consultation with the members of the Council of Delegates of the International Red Cross and Red Crescent Movement in order to gather a first round of comments and feedback and to gain an initial understanding of whether the proposed approach would be acceptable and garner consensus.

When providing comments and feedback on this document, please consider the following questions:

- Do you agree with the proposed elements for the preambular and operative paragraphs of the proposed resolution?
- Are there any elements that are missing or should be included in the resolution?

Detailed comments on the wording of the draft elements of this resolution are not expected at this stage. There will be an opportunity to comment on specific wording at a later stage, once the draft zero of the resolution is available.

INTRODUCTION

In the six years since the adoption of the Movement-wide principles for resource mobilization (the Principles) at the Council of Delegates in 2017 (CD/17/R2), our Movement has been operating in an increasingly complex humanitarian, philanthropic and fundraising environment. Humanitarian assistance needs worldwide have doubled over the last decade, reaching record levels, while humanitarian funding has steadily decreased. Increasingly, large-scale crises caused by armed conflicts and other situations of violence, climate-related natural disasters and public health emergencies occur concurrently and require better collaboration, coordination, solidarity and partnership among Movement components across operational delivery, public communication and resource mobilization efforts, as called for by the Principles.

A more strategic and tailored approach to resource mobilization is needed, one that recognizes the opportunities, the in-country landscape and the domestic and international expectations in the different markets.

Although the vision, goals and principles for resource mobilization set out in CD/17/R2 remain relevant, it does not clarify how the Movement components should engage in creating in-country cooperative resource mobilization approaches.

The lack of clear guidance has created confusion that exposes Movement components to challenges in applying the Principles. At times, Movement components have acted in a manner inconsistent with the Principles, resulting in confusion and competition that has not contributed to achieving the vision and goals set out in CD/17/R2.

Based on consultations with the Resolution Working Group, which includes the International Committee of the Red Cross (ICRC), the Virtual Fundraising Hub, the IFRC Secretariat and numerous National Societies, the proposed resolution seeks to add an annex to CD/17/R2 to provide guidance that will enable Movement components to work in collaboration with each other to develop in-country cooperative resource mobilization approaches in line with the Principles, as stated in CD/17/R2. The resolution seeks to clarify CD/17/R2 without abrogating it in any way.

Preambular paragraphs (PP)

PP1

The first preambular paragraph could express concern that the increase in the frequency and severity of large-scale disasters and crises, compounded by decreased humanitarian funding and increased donor expectations for transparency and accountability, has created a more challenging and competitive fundraising environment. Better collaboration, coordination, solidarity and partnership will maximize income for the Movement, in alignment with the Movement-wide principles for resource mobilization (the Principles) which advocate for such coordinated efforts.

Rationale

Increased large-scale disasters and crises, decreased humanitarian funding and higher donor expectations for transparency and accountability mean that a more strategic and tailored approach to resource mobilization is required. This approach must recognize the opportunities, the in-country landscape and the domestic and international expectations in the different markets.

PP2

This second preambular paragraph could recognize that the vision, goals and principles set out in Resolution 2 of the 2017 Council of Delegates (CD/17/R2) remain relevant; however, the resolution did not provide clarity on how Movement components would engage in creating in-country cooperative resource mobilization approaches for funding our mission, built on solidarity and good partnership working.

Rationale

Without clear guidance on how to engage in collaborative resource mobilization, the Movement components face challenges in applying the Principles and, at times, act in a manner inconsistent with them. This lack of clarity can lead to confusion and competition among Movement components and has the potential to impact the financial sustainability of National Societies, reducing the chances of maximizing income for the Movement's humanitarian mission.

PP3

This third preambular paragraph could express concerns about the proliferation of for-profit digital fundraising platforms and third-party entities, allowing users to select and donate to local and international organizations, including National Societies and international non-

governmental organizations (INGOs), instantly and across borders without proper coordination or cooperation with the National Society of the country the donation is from.

Rationale

Although the use of digital fundraising platforms and third-party entities are important in maximizing fundraising, such resource mobilization must be carried out in a collaborative and coordinated way in a spirit of mutual respect and solidarity among Movement components, avoiding all forms of competition and leveraging our respective mandates, core roles and strengths.

PP4

This fourth preambular paragraph could acknowledge that future Movement success is best achieved by funding our mission via National Society capacity development, National Society primacy and collective responsibility in order to maximize income and ensure better partnership working, as set forth in the Principles.

Rationale

To maximize potential resource mobilization in each country, Movement components must support and invest in strengthening National Society fundraising capacity. As stated in CD/17/R2, it is vital for them to be strong fundraising organizations capable of and willing to raise resources in their own markets for their own activities while recalling that they have a responsibility to maximize income for the Movement's humanitarian mission.

Operative paragraphs (OP)

OP1

The first operative paragraph could adopt the annex to Resolution 2 of the 2017 Council of Delegates "Movement-wide principles for resource mobilization" which will clarify the rules of engagement, with a view to developing in-country cooperative resource mobilization approaches. The annex would maintain the integrity of the existing resolution by promoting better collaboration, coordination, solidarity and partnership among Movement components.

Rationale

The adoption of the annex is the primary purpose of this resolution as it addresses the current challenges in humanitarian funding by providing a pathway for better collaboration, coordination, solidarity and partnership among Movement components across operational delivery, public communication and resource mobilization efforts, as called for by the Principles set out in CD/17/R2.

OP2

The second operative paragraph could call on National Societies, the IFRC, the Virtual Fundraising Hub and the ICRC to take the necessary measures within their respective organizations and cooperate and coordinate efforts to disseminate and implement the clarification provided in the annex, in accordance with their respective mandates, roles and responsibilities, seizing and enhancing opportunities for cross-border cooperation and support to achieve greater consistency and quality of action in resource mobilization practice while leveraging the proximity and knowledge of National Societies at the local level.

Rationale

The purpose is to ensure that the Movement commitments set out in the annex are translated into concrete action to deliver better collaboration, coordination, solidarity and partnership among Movement components across operational delivery, public communication and resource mobilization efforts.

OP3

This operative paragraph would call on National Societies to commission the Virtual Fundraising Hub to undertake a comprehensive and inclusive review of the Movement's progress and challenges in implementing the Principles since 2017. This review would provide recommendations for applying and monitoring the Principles in practice, based on the realities of the fundraising environment in which the Movement as a whole operates. It could focus on National Society capacity development, the primacy of National Societies in funding their mission and their responsibility to maximize income for the Movement as a whole.

Rationale

It has been six years since CD/17/R2 was adopted, and it is therefore timely and appropriate to undertake a comprehensive analysis to ensure that we, as a Movement, are meeting the original vision, goals and principles set out in CD/17/R2 and to help determine the way forward.

OP4

This operative paragraph could encourage all Movement components to engage in a conversation about the effectiveness of the Principles and to find common understandings and relevant solutions to improve their application. This will allow the Movement to prioritize areas of critical importance needed to deliver better collective fundraising outcomes and strengthen National Society resource mobilization capacities.

Rationale

The purpose is to improve cooperation and collaboration on cross-border fundraising, with a view to delivering better fundraising outcomes for the Movement's humanitarian work and concurrently strengthening National Society resource mobilization capacities as needed. This relationship will be managed in line with the agreed guiding principles set out in CD/17/R2 to take donor interests into account and provide effective stewardship. It is expected to encourage best efforts to identify and pursue Movement-wide opportunities.

OP5

This operative paragraph could recommend the Virtual Fundraising Hub to identify strategies and good practices for leveraging digital platforms, third-party entities and other global fundraising strategies to support endeavours to maximize Movement income without jeopardizing existing cultivation and solicitation efforts or violating the Principles.

Rationale

The lack of clear guidelines has created confusion, making it more challenging for Movement components to apply the Principles. Movement components have, at times, undertaken fundraising, using both traditional and non-traditional methods, in a manner inconsistent with the Principles, creating competition that has not contributed to achieving the vision and goals set out in CD/17/R2.

THE TEXT OF THE CLARIFICATION OF RESOLUTION 2 OF THE 2017 COUNCIL OF DELEGATES "MOVEMENT-WIDE PRINCIPLES FOR RESOURCE MOBILIZATION" WILL BE ANNEXED TO THE DRAFT ZERO VERSION OF THE RESOLUTION IN APRIL 2024.