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Movement-wide principles for resource mobilization (CD/17/R2)

PROGRESS REPORT

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PROGRESS REPORT

Movement-wide principles for resource mobilization (CD/17/R2)

EXECUTIVE SUMMARY

This is the third progress report on [Resolution CD/17/R2](#) and provides an overview of the activities delivered by the Virtual Fundraising Hub (the Hub) since the submission of a progress report to the Council of Delegates in 2022. This report also includes an overview of activities associated with the proposed resolution “Clarification of Resolution 2 of the 2017 Council of Delegates ‘Movement-wide principles for resource mobilization’ (CD/17/R2)”, initiated by the American Red Cross.

Although the vision, goals and principles for resource mobilization set out in Resolution CD/17/R2 remain relevant, in recent years there have been challenges in their application, leading to competition and a lack of coordination and trust in collaborative fundraising within the International Red Cross and Red Crescent Movement (Movement). There is still confusion as to how Movement components can practically apply the principles in specific in-country resource mobilization contexts, ensuring the primacy of National Red Cross and Red Crescent Societies (National Societies) and supporting the development of National Society capacity with a view to maximizing the Movement’s individual and collective potential and ensuring the financial sustainability of all components. At times, Movement components have acted in a manner inconsistent with the principles, leading to confusion and competition and causing the Movement to fall short of achieving the vision and goals set out in Resolution CD/17/R2.

The proposed resolution was conceived to address gaps in interpreting the Movement-wide principles for resource mobilization. It sought to enhance their application, including reaffirming the primacy of National Societies in fundraising for their activities within their markets while recalling their responsibility to maximize income for the Movement’s humanitarian mission. A working group (WG), consisting of National Societies, the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC), engaged in discussions and drafted the text. They aimed to identify solutions to the problems faced by Movement components in resource mobilization and potentially provide clear guidance to facilitate collaborative efforts to develop cooperative resource mobilization strategies aligned with Resolution CD/17/R2.

Beginning in July 2023, the WG and its sub-group drafting panel conducted over 15 meetings. Some 25 National Societies were invited to take part to ensure that the inputs were applicable Movement-wide, and 17¹ accepted. Feedback highlighted the importance of operationalizing the principles and enhancing fundraising opportunities by improving capacities and partnerships. Discussions led to the WG making significant concessions, including the removal of an annex to outline rules of engagement for cooperative resource mobilization. This approach facilitated a more widely accepted text for the resolution, demonstrating the WG’s overall commitment to balancing a range of interests and efforts to seek consensus. In February 2024, the American Red Cross, as the “pen holder” and on behalf of a majority of the WG members, submitted a draft zero resolution for consultation. However, due to key issues

¹ The 17 National Societies involved in the WG were: American Red Cross, Argentine Red Cross, British Red Cross, Canadian Red Cross, Colombian Red Cross, Costa Rican Red Cross, Ethiopian Red Cross Society, Iraqi Red Crescent Society, Japanese Red Cross Society, Kenya Red Cross Society, Mexican Red Cross, Netherlands Red Cross, Nigerian Red Cross Society, Norwegian Red Cross, Spanish Red Cross, Swedish Red Cross and Swiss Red Cross.

with the framing and content of that draft, an alternative proposal was submitted by the ICRC that aimed to address the remaining areas of contention, resulting in two draft zero proposals being submitted. This highlighted the lack of consensus and prompted the Standing Commission of the Red Cross and Red Crescent (Standing Commission) to advise the WG to continue efforts to find common ground. The WG decided to postpone the resolution pending a third-party review of the implementation of the principles. The purpose of this review and the resulting consultations is to develop sustainable solutions to the challenges faced by Movement components in resource mobilization to be presented as a resolution and/or progress report at the Council of Delegates in 2026.

The Virtual Fundraising Hub continues to coordinate fundraising tool management in support of Movement resource mobilization efforts, including onboarding to and use of the iRaiser digital fundraising platform, the facilitation of events to provide learning and networking opportunities for Movement fundraisers and exploring and piloting investment in fundraising to support the development of National Society fundraising.

There is potential for fundraising success through strong collaboration, coordinated by the Virtual Fundraising Hub. However, progress towards the vision and goals of Resolution CD/17/R2 and its deliverables has been slower than expected and disproportionately geared towards tool management rather than the pursuit and coordination of fundraising opportunities. There is a need for clearer priorities and targets, and it has become increasingly apparent that achieving the goals of the principles is not just about implementing the resolution's deliverables but also about driving more individual and collective action.²

1) INTRODUCTION

In the seven years since the adoption of the principles at the 2017 Council of Delegates, the Movement has been operating in an increasingly complex humanitarian, philanthropic and fundraising environment. Needs for humanitarian assistance worldwide have doubled over the last decade, reaching record levels, while humanitarian funding is steadily decreasing. Large-scale crises caused by armed conflicts and other situations of violence, climate-related natural disasters and public health crises increasingly happen concurrently and require better collaboration, coordination, solidarity and good partnership among Movement components across operational delivery, public communication and resource mobilization efforts, as called for by the principles.

According to a sector benchmarking exercise,³ the Movement delivered strong results in 2022, maintaining market share. This performance was mainly driven by the highly mediatized Ukraine conflict and humanitarian response. However, the Movement's rate of growth between 2018 and 2022 lags behind that of peer organizations, such as UNICEF, UNHCR and MSF. As comparator organizations continue to assertively mobilize, innovating, professionalizing and investing in their fundraising operations, Movement components can expect to lose their leadership position; in some places, this has already happened.

A more strategic approach to resource mobilization is needed, one that recognizes the opportunities and domestic and international expectations in the different markets and that can be tailored to the specific in-country fundraising contexts in which National Societies are working. National Societies face competition on all fronts: from national single-cause non-profits and community- and faith-based organizations tackling local and global issues, to international non-governmental organizations (INGOs) investing aggressively in fundraising and advocacy, acting as agents or franchises and monopolizing donors in developed and

² 2022 Council of Delegates: Second progress report on Resolution 2 of the 2017 Council of Delegates "Movement-wide principles for resource mobilization".

³ The IFRC, the ICRC and 37 National Societies participated in a peer review benchmarking exercise as part of the International Fundraising Leadership Forum.

emerging markets. With a responsibility to maximize income for the sustainability and fulfilment of their respective mandates and that of the Movement as a whole, Movement components must work together to remain dynamic, relevant and accessible in engaging supporter audiences with diverse giving interests.

2) BACKGROUND

The vision and goals of the Movement-wide principles for resource mobilization were drafted in alignment with the Federation-wide Resource Mobilization Strategy 2020. The Principles of Cooperation for Resource Mobilization in the IFRC, approved by the IFRC Governing Board in 2015, were established to promote and guide collaboration on resource mobilization between National Societies and the IFRC Secretariat as well as between National Societies. The Principles of Cooperation are still in effect, and National Societies and the IFRC Secretariat remain committed to working together to implement them. The IFRC network's resource mobilization is now also guided by the Global Resource Mobilization Strategy 2030 (GRMS) which is approaching its halfway point. Progress has been made across all three overall objectives, which are to 1) achieve leadership for resource mobilization in emergencies, 2) grow non-emergency funding and 3) increase the resource mobilization capacities of National Societies.

The strategy also set specific financial targets for the first time. Success in implementing the GRMS and achieving its targets requires a collective step change in fundraising and some fundamental shifts towards increased National Society resource mobilization capacities, increased digital fundraising capabilities and opportunities, diversification of the donor base, increased innovative financing mechanisms and tools and the development of global fundraising platforms. The GRMS is fully aligned with and contributes to the Movement-wide principles for resource mobilization. The IFRC network will be called on to review the GRMS action plan in 2025, on the occasion of its mid-term review.

The ICRC's 2030 resource mobilization strategy also states that fundraising efforts at the ICRC must be geared towards making the vision of the 2017 resolution a reality, with an increasing emphasis on the central guiding principle that "what is good for the Movement is good for the ICRC". While a fundraising approach of this kind is rooted in the Fundamental Principles and the spirit of the Movement, it is also a business requirement. It is only by standing and working together that the Movement will be able to demonstrate its unique contribution to alleviating human suffering around the world and position itself as the most trusted and most effective humanitarian actor.

As highlighted in the [first progress report](#) submitted to the 2019 Council of Delegates and the [second progress report](#) presented to the 2022 Council Delegates, since late 2017, resources have been invested in implementing the deliverables of the Movement-wide principles resolution, notably the creation of the Virtual Fundraising Hub, led by a Steering Committee. The Hub has taken on the role of coordinating existing Movement initiatives and several pilot projects and is making progress.

This is the third report on progress in realizing the vision and goals of the resolution "Movement-wide principles for resource mobilization" (CD/17/R2) and applying the principles in practice. This report also highlights progress in implementing the deliverables outlined in Annex 2 of Resolution CD/17/R2. Additional Movement initiatives recognized and contributed to the development of the principles and the deliverables:

- [Resolution 1 of the 2015 Council of Delegates "Strengthening Movement Coordination and Cooperation \(SMCC\)](#): optimizing the Movement's humanitarian response", which calls on the Movement to "[pursue] a coherent and complementary approach to resource mobilisation in large-scale emergencies" (Objective 7) and emphasizes that "[a] Movement-wide approach to resource mobilisation should be built on complementarity

- and non-competitiveness, meaning intra-Movement competition is avoided” (operative paragraph 9).
- [Resolution 2 of the 2015 Council of Delegates “International Red Cross and Red Crescent Movement Branding Initiative](#): Adoption of the International Red Cross and Red Crescent Movement logo”. Operative paragraph 6 “*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 International Federation 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.” This commitment was sought to ensure that the Movement addresses the lack of global strategic direction for resource mobilization, which is resulting in money “being left on the table”.
 - [The Movement Coordination for Collective Impact Agreement \(Seville Agreement 2.0\)](#), adopted by Resolution 8 of the 2022 Council of Delegates, sets out the coordination responsibilities for the components of the Movement, including in resource mobilization. Article 9 recognizes and is based on the Movement-wide principles, stating that “[t]he Movement’s commitment to fulfilling its humanitarian mission to prevent and alleviate human suffering, wherever it may be found, is an imperative that shall remain at the core of all of its activities, including the mobilization of resources” and that the Movement components “recognize that National Societies have primacy in fundraising for their activities in their respective markets and a responsibility to maximize income for the humanitarian mission of the Movement”.

There is potential for fundraising success through strong collaboration. However, progress towards the vision and goals of Resolution CD/17/R2 and its deliverables has been slower than expected and disproportionately geared towards tool management rather than the pursuit and coordination of fundraising opportunities. There is a need for clearer priorities and targets, and it has become increasingly apparent that achieving the goals of the principles is not just about implementing the resolution’s deliverables but also about driving more individual and collective action.

The Principles of Cooperation for Resource Mobilization in the IFRC, approved by the IFRC Governing Board in 2015, were established to promote and guide collaboration on resource mobilization between National Societies and the IFRC Secretariat as well as between National Societies. The Principles of Cooperation are still in effect, and National Societies and the IFRC Secretariat remain committed to working together to implement them.

3) ANALYSIS/PROGRESS

In addition to adopting a vision, goals and ten guiding principles to steer Movement fundraising efforts, the 2017 resolution on resource mobilization called for the creation of a Movement Virtual Fundraising Hub. The Hub was designed as a host for global tools, monitoring, learning, collaboration and the facilitation of activities to drive the Movement’s fundraising outcomes. Progress has been made in consolidating pre-existing initiatives for data collection and reporting, digital development through the procurement and onboarding of Movement components to the iRaiser platform and management of the global fundraising Skillshare event. However, the original ambition for the Hub extended beyond tool management. In this context, a revised Hub workplan is being developed, which will be considered for launch, following consultations, by the end of 2024.

A) GOVERNANCE

The resolution “Movement-wide principles for resource mobilization” and its annexes were developed by a reference group consisting of the ICRC, the IFRC and the secretaries-general and directors of fundraising and marketing from 33 National Societies, in consultation with all National Societies through a survey, workshops and meetings. Following the adoption of the resolution, the reference group evolved to become a Steering Committee which would be chaired by a National Society and co-chaired by leadership representatives of the ICRC and the IFRC. The purpose of the Steering Committee is to:

- lead the Movement in realizing the vision and goals of Resolution CD/17/R2 and implementing the principles it sets out, championing, inspiring and motivating Movement components to support transformational change in resource mobilization
- drive the development of the Resolution CD/17/R2 deliverables, including the creation of a Virtual Fundraising Hub for 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.

The activities outlined in the resolution “Movement-wide principles for resource mobilization” have been guided by a Steering Committee of 12 National Societies with a small contingent of Movement components contributing considerable effort and funding. It is led by a chairs group: the chair (Swiss Red Cross ad interim) and two co-vice-chairs (IFRC Under Secretary General for Global Relations, Humanitarian Diplomacy and Digitalization and ICRC Director for Mobilization, Movement and Partnerships). In 2025, the Steering Committee is expected to have expanded to include a more diverse and representative membership of National Societies to engage on the challenges and opportunities in this area.

B) PROGRESS ON ANNEX 1 OF RESOLUTION CD/17/R2: MOVEMENT PRINCIPLES IN PRACTICE FOR RESOURCE MOBILIZATION

The vision, goals and principles of the 2017 resolution remain relevant for guiding the Movement’s individual and collective and local and global resource mobilization efforts. However, there remains some confusion as to how Movement components can practically apply the principles in specific in-country resource mobilization contexts, ensuring National Society primacy and supporting the development of National Society capacity, with a view to maximizing the Movement’s individual and collective potential and guaranteeing the financial sustainability of all Movement components.

While Movement components have worked individually and collectively to implement the vision and goals of Resolution CD/17/R2, a lack of clearly defined guidelines and monitoring and accountability mechanisms has contributed to the ad hoc and inconsistent operationalization of the principles. In recent years, there have been challenges in their application, leading to a perception of competition and a lack of coordination and trust in collaborative fundraising within the Movement.

Despite efforts to operationalize the Movement-wide principles, Movement components have not made sufficient progress and have fallen short of the vision of collectively being a leader in local and global resource mobilization, working collaboratively and avoiding competition to maximize local and global reach in order to fulfil the Movement’s humanitarian mission.

For the reasons articulated above, the American Red Cross convened a WG including National Societies, the ICRC and the IFRC to propose a new resolution “Clarification of Resolution 2 of the 2017 Council of Delegates ‘Movement-wide principles for resource Mobilization’ (CD/17/R2)”, aimed at streamlining and clarifying the principles governing resource mobilization, which directly impacts how funds are raised and managed to support

humanitarian activities. The resolution proposed clear guidance intended to enhance accountability, transparency, cooperation and effectiveness in resource mobilization as an enabler to delivering aid to those in need. This was acknowledged as a possible solution to maintaining trust and maximizing the impact of fundraising and, consequently, humanitarian efforts, particularly in contexts where vulnerable people rely on timely and efficient assistance from the Movement.

The proposed resolution was conceived to pinpoint gaps in interpreting the Movement-wide principles for resource mobilization, with a view to enhancing their application, including reaffirming 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 Movement's humanitarian mission. The aim had been to identify solutions to the problems faced by Movement components in resource mobilization and potentially provide clear guidance to facilitate collaborative efforts among Movement components in developing cooperative resource mobilization strategies aligned with the principles set out in Resolution CD/17/R2.

Beginning in July 2023, the WG and its sub-group drafting panel held over 15 meetings in a rigorous process that prioritized consensus, inclusivity and responsiveness to diverse perspectives. Recognizing the importance of broad geographic representation, the WG invited some 25 National Societies to participate, and 17 of them joined. The guiding principle for the incorporation of inputs was that they must be applicable Movement-wide. Feedback from Movement components also pointed to a need for the Movement to focus efforts on faithfully operationalizing the principles and seizing and capitalizing on fundraising opportunities by increasing National Society capacities and improving partnering and coordination. Due to key issues with the framing and content of the draft resolution, the ICRC was not able to agree to some text and subsequently shared an alternative proposal with the WG to provide content that aimed to address the remaining areas of contention. To integrate the various viewpoints and foster a collaborative environment, the WG made significant concessions, including removing a proposed annex which had initially been proposed to provide an outline of rules of engagement for cooperative resource mobilization. This approach facilitated a more widely accepted resolution text, demonstrating the group's overall commitment to balancing a range of interests and seeking consensus.

This more widely accepted draft zero resolution text was submitted by 13 WG members to the Standing Commission in February 2024 to conduct additional consultation with all Movement components in accordance with the statutory process. As the ICRC was still not able to agree to the framing and some of the content of the draft zero resolution submitted, it subsequently submitted an alternative draft zero text – which was not expected by the WG members. This resulted in two draft zero text proposals being submitted, demonstrating the lack of consensus and prompting the Standing Commission to decide to put the release of the draft zero resolution and subsequent consultations with National Societies on hold and advise the WG members to continue working to find common ground.

After further discussions, efforts and compromise between March and June 2024, the WG continued to face challenges in reconciling the differences in the content and specific wording for the draft zero resolution. WG members expressed the view that a resolution on which consensus had not been achieved should not be brought to the 2024 Council of Delegates and, as a result, the draft resolution was not published ahead of the statutory meetings. Therefore, the WG decided to postpone the development of the resolution pending an in-depth third-party review of the implementation of the Movement-wide principles for resource mobilization. This will include consultations with National Societies, the IFRC, the ICRC and other stakeholders, with a view to fostering collaboration and identifying and developing practical, sustainable solutions to the challenges faced by Movement components in resource mobilization for consideration by the Council of Delegates in 2026, in the form of either a resolution or a progress report, as appropriate.

Discussions at the WG meetings resulted in the identification of numerous areas where the operationalization of the Movement-wide principles needs to be improved and highlighted the need for improved coordination in the following critical areas where Movement components currently consider there to be issues and blockers to success:

- National Society capacity development
- diaspora fundraising and digital fundraising
- donor intent
- funding our mission through the primacy of National Societies and their responsibility to maximize income for the Movement as a whole
- dialogue with States
- solidarity and good partnership
- principled approach
- accountability.

Yet it became evident that more work is necessary to better understand and identify areas for improvement and remedies to the issues in an inclusive and consultative manner. As mentioned above, although the WG continued to seek consensus on one resolution, in the end, it determined that the submission of a progress report in its place and the launch of an in-depth and inclusive review process on the application of the principles would be more appropriate at this time. The next two years thus present an opportunity for Movement components to engage in strategic discussions about how to operationalize the Movement-wide principles effectively and efficiently and how to seize and capitalize on fundraising opportunities. Actions and deliverables for this two-year process are detailed in the recommendations section of this report.

As of June 2024, consultations with National Societies, the Virtual Fundraising Hub, the IFRC and the ICRC are ongoing. The objective is to develop practical solutions to the problems faced by Movement components, based on a review of the Movement-wide principles for resource mobilization in practice.

Since 2022, the ongoing consultation with and feedback from the IFRC network shows that there is a clear need for a renewed focus on financial sustainability (via the IFRC 2024 Financial Sustainability Framework) and securing long-term unrestricted funds for resource mobilization capacity building (as called for by Principle 3 and the goal relating to National Society capacity development). The path to success is through a long-term (three years or more) plan of support to National Societies as part of their own long-term development plan, including a combination of funding, technical expertise and peer-to-peer support (between National Societies). There are examples of this throughout the IFRC network; however, more partners are needed to help bring these initiatives to scale, especially through collaboration between fundraising and international cooperation departments to ensure the right technical and funding support is provided. This support must focus on enhancing the financial sustainability of National Societies through the development of voluntary giving, income generation and upskilling. Periodic donor information exchange and signposting among Movement components also helps to position the Movement as a partner of choice, and reactive responses to opportunities to work together on donor engagement have helped the Movement to increase income. A more proactive and structured approach to such activities on a global scale is required to achieve transformational growth.

Other principles, for example, funding driven by need (Principle 2), working together in a spirit of solidarity and good practice (Principle 5) and accountability (Principle 10), require the aforementioned systems and processes to ensure their appropriate application.

C) PROGRESS ON ANNEX 2 OF RESOLUTION CD/17/R2: RESOLUTION DELIVERABLES

Develop a Virtual Fundraising Hub

- **Learning and networks:** In 2023, the International Fundraising Skillshare had to be postponed and will now take place in September 2024. In 2023, the Virtual Fundraising Hub collaborated with the IFRC Secretariat to develop a new Resource Mobilization Community (RMC), aimed at providing National Societies and the Movement as a whole with a central point for resource mobilization resources, expertise and capacity. The RMC now has nearly 400 members from 87 National Societies, the ICRC and the IFRC. The Virtual Fundraising Hub is further exploring how the RMC can support the different fundraising networks and fundraising practitioners. Across the rest of the network, there has been considerable progress in supporting fundraising learning and fostering fundraising networks. The Europe Regional Skillshare took place in 2022 with the participation of 40 National Societies, and a master's degree in Fundraising and Management was launched, with 17 people from across Europe and Asia graduating in 2023. Support has also included market studies, fundraiser recruitment, the implementation of customer relationship management (CRM) systems, the establishment of digital platforms and the development of fundraising toolkits, manuals and guidelines. An essential part of this work has been facilitating peer-to-peer support with networks such as the Asia Pacific Fundraisers' Network, which has been revitalized thanks to a new leadership and management team and is facilitating peer-to-peer support in areas such as market studies, recruitment and webinars.
- **Digital fundraising:** Thirty-one Movement components have now fully onboarded to the global digital fundraising platform, and over 35 million Swiss francs have been raised since the launch in 2020. Sixteen campaigns involving more than one Movement component have been launched, and over 315,000 donations have been received. There continues to be an issue with onboarding for many National Societies who do not have access to the credit and debit card payment gateways, although a workaround solution is being explored by the IFRC Secretariat. Standard operating procedures have been developed for use of the iRaiser platform and shared with participating National Societies. They clarify roles and responsibilities for running multi-country campaigns; however, there continue to be questions about responsibilities and objectives for the initiation of global campaigns. The framework agreement with iRaiser is due to be renewed in 2024, and negotiations are ongoing to ensure value for money for the Movement.

Invest in fundraising

Following the first and second phases of pilots for the fundraising investment fund in 2021 and 2022, a third phase was developed to build on the lessons learned from the first two phases. The aim was to test the repayable grant mechanism, and six National Societies submitted proposals for consideration in 2023. To ensure effective support, accountability and due diligence, this third phase of pilots was put on hold in 2024, as time is needed to carry out a formal process for applications, monitoring and evaluation, and coordination with other existing Movement funds. These pilots are closely linked to the long-term model of the fund, and there has been limited progress on this.

Improve data collection and analysis

The number of National Societies participating in the international fundraising benchmarking study has remained roughly the same, with a global market representation fluctuating between 80% and 85% (43 National Societies in 2020, 32 in 2021, 37 in 2022 and 2023, and a projected 41 for 2024). The quality and detail of the data collected from National Societies has continued to improve, making it possible to include more detailed analysis on individual donor acquisition and retention and high net worth individuals. Work continues to encourage National Societies to onboard, as some difficulties remain, such as inability to report full data sets (especially federated National Societies), unwillingness to share data and limited time and resources available for data collection. Peer review data is consistently used for reporting and is the only source of data on the Movement's market share and growth rate for comparison with other international organizations and INGOs. Many National Societies use this data as a basis for fundraising market assessments and their fundraising strategies.

4) RESOURCE IMPLICATIONS

Recognizing the limitations of the principles in terms of how they can be practically applied and acknowledging the need for the Virtual Fundraising Hub to play a stronger strategic and coordination role in driving and coordinating fundraising initiatives to raise more money for the Movement and in guiding the application of the principles, the WG agreed that a review of the principles in practice will be conducted between 2024 and 2026 in order to clearly articulate the challenges faced by Movement components in fundraising and find solutions to our individual and collective issues.

A revised structure and plan for the Virtual Fundraising Hub have been proposed. The proposal is currently under consultation with the Steering Committee members, and further feedback is being sought from a wider group of interested National Societies.

5) IMPLEMENTATION AND MONITORING

The terms of reference for the review will be drafted and put to consultation to ensure it is inclusive and representative of the Movement components and applies a methodology that delivers independent and objective results.

A strategic plan has been drafted for the Virtual Fundraising Hub for 2024–2026, with a focus on capacity development and maximizing fundraising opportunities for the Movement. Feedback on the plan suggests that a sub-group of the Steering Committee should coordinate the application and monitoring of the principles. The plan will include proposals for changes to governance and the development of a management framework to steer Movement fundraising up to the Council of Delegates in 2026.

6) CONCLUSION AND RECOMMENDATIONS

Over the next two years, the IFRC, the ICRC and National Societies, guided by the Steering Committee and through the Virtual Fundraising Hub, should:

- carry out an independent, comprehensive and inclusive process to review the application of the Movement-wide principles, establish a common understanding of the fundraising issues faced by all Movement components and find practical solutions to faithfully operationalize the principles
- share with all Movement components the review findings and information on progress and achievements, including where the Movement has been able to raise additional funding, maximize fundraising potential and work together in a spirit of solidarity and good partnership

- identify the next steps, including the definition of an appropriate approach for reporting back to the Council of Delegates in 2026, such as another progress report or a resolution and background report.
- the Steering Committee will consider the proposal for the Hub to focus on: i) coordinating fundraising by driving and facilitating global fundraising initiatives and a collaboration space to bring in additional income for the benefit of all Movement components and ii) coordinating capacity development, establishing oversight and managing investment and practical support for National Societies in their fundraising development journey, including the consolidation, development and sharing of best practice, learning and networking opportunities, with a focus on private-sector engagement (individual giving, major gift philanthropy, foundations and corporate giving).