Established in 2009, the Asia Pacific Fundraisers’ Network is a self-sustaining network of fundraising professionals within National Societies, the members of International Federation of Red Cross and Red Crescent Societies. It consolidates fundraising skills, and share knowledge and experience within the Asia Pacific zone to realize its vision as follows:

Do more – Bringing together National Societies in Asia Pacific to work on common goals related to Resource Mobilisation.

Do better – Building a strong network of fundraising leaders with professional skills and expertise

Reach further – Increasing income to help more vulnerable people.

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world’s largest volunteer-based humanitarian network, reaching 150 million people each year through our 186 member National Societies. Together, we act before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people. We do so with impartiality as to nationality, race, gender, religious beliefs, class and political opinions.

Guided by Strategy 2020 – our collective plan of action to tackle the major humanitarian and development challenges of this decade – we are committed to ‘saving lives and changing minds’.

(Strategy 2020, IFRC)
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Foreword

We are pleased to present to you the Resource Mobilization Guidebook, an initiative of the Asia Pacific Fundraisers’ Network (APFN) which aims to build the capacities of Asia Pacific National Society fundraisers, showcase exciting initiatives and share strategies that others can replicate. We are publishing different volumes, each with a different focus. Volume 1 aims to provide an overview of all IFRC policies and guidelines related to resource mobilization. Other volumes will include practical toolkits and interesting case studies from National Societies across the Asia Pacific region. We hope that this Guidebook will come in handy for our reference and guidance.

The APFN continues to take part in Strategy 2020 and realize the objectives set forth in the Federation-Wide Resource Mobilization Strategy (FWRMS). Through the network, we set sights on ensuring access to resources to maintain our position as the largest humanitarian network in the world.

Our fundraisers have done this well. They have worked for something they believed in; remained passionate about it and seen their hard work bear fruit in the lives of the people they serve. That way, we have to support their continuous professional development by equipping them with the necessary tools and knowledge to achieve more success in resource mobilization.

Our sincerest gratitude goes to all the National Societies of the Asia Pacific Zone for believing in this project and willingly sharing their stories and strengths to succeed; Australian Red Cross and Japanese Red Cross for the creative and financial support; IFRC Asia Pacific Zone Office for the financial resources and technical expertise that have made this project possible; and Ms Alison Cupit for her assistance in the project development.

The commitment to move ahead in resource mobilization of the National Societies in the Asia Pacific region is commendable and forward looking. This Guidebook is just a doorway to start it all. This is just part of APFN’s vision to bring together National Societies in Asia Pacific to work on common goals related to resource mobilization; to build a strong network of fundraising leaders with professional skills and expertise; and to increase income to help more vulnerable people.

As APFN strives to do more, do better and reach further, let us not break off in seizing and exploring opportunities that can scale us up in resource mobilization. Let us continue to aim at financial sustainability to guarantee quality humanitarian services. Let us move forward to strengthen our capabilities through learning and sharing.

There are many tasks which have been started but have yet to bear fruits and challenges that will require concerted efforts to surmount. On behalf of the APFN steering Group, I seek out your continued support as nothing comes bigger and better than the achievement when all of us are working together.

Gwendolyn Pang
Secretary General, Philippine Red Cross and
Chair, Asia Pacific Fundraisers’ Network
Message

Working individually and together, we, the National Red Cross and Red Crescent Societies around the world, can maximize resource mobilization opportunities to realize the strategic aims of Strategy 2020 for the International Federation of Red Cross and Red Crescent Societies (IFRC).

Drawn from the enabling actions of Strategy 2020 and informed by the study on National Society practices and emerging trends and challenges in resource mobilization, the goals of the Federation-Wide Resource Mobilization Strategy (the Strategy) are to:

1. maintain leadership in resource mobilization for emergencies
2. grow non-emergency income for international and domestic work
3. increase resource mobilization capacity of National Societies.

Achieving these goals will enable the IFRC – the National Societies and their secretariat – to maintain its position as the world’s largest humanitarian network, ensuring the availability of resources to do more, do better and reach further.

Resource mobilization enables us to work for and with vulnerable people. It is an indispensable process for our humanitarian work and there have been many resources developed to further strengthen the resource mobilization capacity of National Societies and the secretariat. These include resources in communications and humanitarian diplomacy work, as well as the international cooperation mechanisms within the International Red Cross and Red Crescent Movement, to streamline and better support each other in emergencies and development. This important compendium gives an overview of such resources and mechanisms and serves as a quick guide to key policies and principles, skills and sharing of experience.

The Asia Pacific Fundraisers’ Network (APFN) is a good example of how to enhance fundraising within National Societies and to help professionals within National Societies to form a self-sustaining network to consolidate their skills, and share knowledge and experience. I am very happy to see that APFN has successfully developed and provided several initiatives to support Asia Pacific National Societies to maximize their resource mobilization capacity.

This important network for sharing of learning, inspiration and resources among National Societies will contribute to strengthened practices of resource mobilization, and thus to do more, do better and reach further for the lives of people in vulnerable communities everywhere, as in the vision of both Strategy 2020 and the Asia Pacific Fundraisers’ Network.

I believe this document also contributes to building strong National Societies – defined as “one that is able to deliver, through a network of volunteer-based units, a relevant service to vulnerable people sustained for as long as needed”. It will be done through realizing successful resource mobilization and the underpinning structure for transparency and accountability, good donor relationships and relevant services and programmes. This enables us to capitalize on good will and transform it into relevant support to vulnerable people.

Last, but not least, I congratulate all the National Societies joining their efforts to develop the Asia Pacific Fundraisers Network.

Bekele Geleta
IFRC Secretary General
1 Resource Mobilization
What is Resource Mobilization?

Resource mobilization is our Red Cross Red Crescent Movement’s ability to acquire resources and mobilize people towards accomplishing our goals. It works towards bringing money, supporters, attention of the media, alliances with those in power, and refining the organizational structure. It includes fundraising, income generation activities, donations in-kind and other partnerships to strengthen our capacity to better assist more vulnerable people.

Mandate of Resource Mobilization

Resource mobilization is a very necessary process of obtaining the resources needed by National Societies and the Secretariat of the International Federation of Red Cross and Red Crescent Societies (IFRC) to enable and enhance the provision of our services to the most vulnerable. Policies, guidelines and frameworks are established to set out the standards and rules to which we subscribe and adhere in implementing resource mobilization strategies.

If we are to realize the strategic aims of Strategy 2020, then the key task we have before us must be to maximize resource mobilization opportunities... ensuring that we do more, do better and reach further.

The “challenge” to the IFRC is “improving the situation of the most vulnerable” and ensuring that the expected impacts from the enabling actions in Strategy 2020 are met. A serious sustained response will require substantial resources, significantly more than are now available in any National Society as outlined in the Federation-Wide Resource Mobilization Strategy 2011 (FWRMS).

To meet this challenge, the resource mobilization ‘mandate’ for National Societies is:

- to seek significantly more resources to help more people;
- to maintain the highest standards of ethics and behaviour;
- to insist on accountability to both beneficiaries and to donors;
- to improve overall quality, operational efficiency and programme effectiveness;
- to increase creativity and capacity in fundraising, events and resource generation;

The Development Policy defines development as the process to which communities, families or individuals can grow stronger; can have enjoyable and more productive lives; and become less vulnerable. The Development Policy (1995) and the Development Cooperation Policy (1997) adopted by the General Assembly of the IFRC, outline how National Societies and the IFRC secretariat work with each other to strengthen programmes and the overall Red Cross Red Crescent capacity.

Roles and responsibilities of National Society personnel in resource mobilization

It is very important that the senior leadership of National societies i.e. the President, the Governing Board, the Secretary General and senior management support resource mobilization and provide commitment:

- to working more closely together with other National Societies and with the secretariat to engage existing and new donors
- to exploring innovative ways to ensure investment in high payoff resource mobilization areas and secure long-term income returns
- to taking an active and informed role in leading resource mobilization efforts in their own
country such as engaging systematically in high level policy dialogue with government donors and working in partnership with others to maximize funding opportunities
• to undertaking robust analyses of current performance and committing to delivering growth in key income streams
• to contributing knowledge and expertise in support of themselves and others through peer-to-peer support and via communities of practice and reference centres.

It is also important to establish a resource mobilization committee or similar support group of active dependable influential volunteers and members, to be organized because such a committee:
• can maximize the skills of both staff and volunteers
• can have a number of roles in planning, fundraising and public relations
• should represent a wide range of skills and contacts
• and be supported by National Society staff.

A similar committee should be established in branches and is invaluable when arranging local fundraising activities.

**Staff to make it happen**

Although it is the responsibility of every person in the National Society to be aware of, assist and participate in fundraising activities, at least one person in each National Society should be responsible for coordinating resource mobilization.

In a few National Societies the person responsible for resource mobilization is a volunteer, but mostly at least one staff is employed and generally a resource mobilization unit or department is established with staff employed carrying out specific functions. This involves managing and supporting fundraising, public relations, marketing, fundraising volunteers and members. Some larger National Societies engage consultants.

All staff working within a resource mobilization unit, whether a large department employing many staff or a small one, should:
• provide a coordinating base for fundraising and volunteer activities
• be responsible for practical tasks, public relations, marketing and managing volunteers
• adhere to the directions, policies and standards set by their respective National Society
• conduct fundraising activities including capacity building for the staff
• review regularly their fundraising programmes.
Asia Pacific Fundraisers’ Network (APFN)
Background

Asia Pacific National Societies have made a commitment at the Singapore Regional Conference in 2006 to develop their fundraising skills. The concept of an Asia Pacific Fundraisers’ Network (APFN) was devised to help fundraising professionals within National Societies to form a self-sustaining network to consolidate fundraising skills, and share knowledge and experience within the Asia Pacific Zone. One of the elements in the Federation-Wide Resource Mobilisation Strategy is building the capacity of National Societies, and the APFN contributes to that goal in the Asia Pacific Zone.

The APFN aims to enhance fundraising skills of its members; to share best practices of successful fundraising tools, techniques and learning among member National Societies; to share a resourceful network, resource persons and work partners among National Societies; and member National Societies benefit in organizing good fundraising activities to increase donation income.

Over the course of 2009, preparations took place for the inaugural meeting of the Asia Pacific Fundraisers’ Network. These preparations were supported by Mr John Ware, Chief Executive Officer, and chaired by Ms Clare Cain from New Zealand Red Cross Society, and were supported by a steering group of five members who represented the four regions of the Asia Pacific Zone: Ms Bonnie So, Hong Kong branch of the Red Cross Society of China; Ms Carol Teo, Singapore Red Cross Society; Mr Indra Adhikari, Nepal Red Cross Society; Ms Gwendolyn Pang, Philippine Red Cross Society; and Ms Alison Cupit, Fiji Red Cross Society.

The inaugural meeting or ‘Hui’ (the Maori term for a meeting) was held in Auckland, New Zealand, 27–30 April 2010. Thirty participants from 18 Asia Pacific National Societies attended the meeting, to begin the process of regularly sharing experiences, developing the concept of a self-sustaining network, and improving fundraising skills.

Where we are at in 2013

In 2011, Ms Gwendolyn Pang, the Secretary General of the Philippine Red Cross, took over the role of chair and a new steering group was formed. The APFN welcomed the following persons and National Societies as members of the steering group: Mr Indra Adhikari, Nepal Red Cross who was replace by Mr Sirajul Islam Mella, Bangladesh Red Crescent Society; Ms Janprapa Vichitcholchai, Thai Red Cross; Mr David Armstrong, Australian Red Cross; and Mr Ryoichi Hattori, Japanese Red Cross, who was then replaced by Mr Otohiko Hori.

The steering group set up a membership and over the course of 2012, the APFN welcomed 23 National Societies as members.

Afghanistan RC
Australian RC
Bangladesh RC
Fiji RC
Hong Kong RC (Red Cross Society of China)
Indonesian RC
Japanese RC
Kiribati RC
Lao RC
Macau RC (Red Cross Society of China)
Maldives RC
Mongolian RC
Myanmar RC
Nepal RC
New Zealand RC
Pakistan RC
Philippines RC
Samoa RC
Singapore RC
Thai RC
Tonga RC
Vanuatu RC
Vietnam RC

(APFN member National Societies at the end of 2012)

The steering group (with a two-year term from 1 January 2012) has also developed a vision and mission, and a plan of action to realize the Network’s objectives as follows:
Vision

We work together to achieve the following:
- Do more – bringing together National Societies in Asia Pacific to work on common goals related to resource mobilization
- Do better – building a strong network of fundraising leaders with professional skills and expertise
- Reach further – increasing income to help more vulnerable people

Mission

For the member National Societies:
1. To support and enable networking among the Asia Pacific member National Societies
2. To represent National Society members in partnerships and collaborations
3. To share best practices of successful fundraising tools, techniques and learning among member National Societies
4. To share a resourceful network, resource persons and work partners among National Societies
5. To change the mindset on resource mobilization, making it a priority within the work of the National Societies.

For individual fundraisers:
1. To enhance the fundraising skills of members
2. To develop them into excellent leaders in their fields of choice
3. To create a system of fundraising mentors
4. To appreciate their important role as a fundraiser and encourage them to stay with the National Society in the longer term.

Membership benefits

The following services will be made available for anyone interested:
- Access to information on resource mobilization such as success stories and contacts
- Development of framework, guidelines, and policies for resource mobilization related issues.
The following services will be made available only for member National Societies:

- Webinar/training/e-learning – non-members can access only selected opportunities or pay an extra fee
- Investment Fund (for capitalization) at a very minimal interest
- Grant application writing
- Volunteers and assistance (APFN to explore opportunities of partnerships with universities etc.) for scholarships, bursaries and discounts to conferences and training
- Opportunity to increase funding for the National Society
- Mentoring/assistance in fundraising events
- Benchmarking
- APFN to assist in realizing partnerships such as Coca-Cola

**Role of the IFRC secretariat (Asia Pacific zone office in Kuala Lumpur)**

- Provide secretariat support from the Asia Pacific IFRC’s Resource Mobilization/Planning Monitoring Evaluation Reporting Unit and Organizational Development Unit
- Monitor the progress of the Network output and provide professional advice
- Develop and maintain FedNet pages on Network activities and other issues relevant to the Network membership
- Facilitate communications and experience sharing of the Network with other relevant fundraising groups within the Red Cross Red Crescent Movement, linking with the Secretariat in Geneva and other zone offices around the world.

**Financing of the Network**

Some financing for the on-going Network will be made available through the IFRC (CHF 20,000 per year for the first two years). Besides, the Network will charge member National Societies a membership fee CHF500 per year, starting on 1st January and expiring on the 31st December of each year. Such funds will be utilized according to the Guidelines for Fund Management to enable the Network to independently undertake the work set by the working groups and the organization of the annual meeting. The Network also actively raises funds from various partners to further implement its initiatives.

**Cycle of events and current activities**

The steering group is responsible for hosting an APFN meeting every year, while it can also organize other thematic meetings, trainings or workshops as necessary.

In addition to the annual APFN Meeting, the APFN, led by the Steering Group and the Working Groups made of its members, plan to further develop its activities such as capacity building through peer-to-peer support mechanism, knowledge sharing through making the various material and case studies available on FedNet and other platform and supporting the member fundraisers to be connected and to exchange knowledge and experience, and recognizing inspiring fundraising initiatives in Asia Pacific through “APFN awards”.

**Asia Pacific Fundraisers’ Website:**

3 Importance of Policies and Principles in Resource Mobilization
Importance of policies and principles

The Federation-Wide Resource Mobilization Strategy 2011 (FWRMS) has highlighted that we, the IFRC (i.e. National Societies and the secretariat) can only achieve increased funds and resources through an integrated approach, governed by a collective understanding of mutual roles and responsibilities. The contents of this volume if perused and applied, provides every National Society with the basis of well-functioning resource mobilization strategies and activities to increase funds raised which enable us to respond to the needs of vulnerable people.

The Movement has a universal common image, by way of our emblem and branding together with our Fundamental Principles which underpin all our actions. The advantage of our unique global organizational structure and culture, including our legal auxiliary status, positions the organization as a leader in strategic areas. This advantage must be used to target audiences – media, donors, governments, academics and the general public in support of our overall activities – to raise visibility, awareness and funds.

The Asia Pacific Fundraisers’ Network (APFN), is mindful that every National Society is different and at varied stages of resource mobilization capacity. However, we know that the contents and ease of reference to the appropriate relevant resource mobilization core documents will enhance every National Society’s resource mobilization capacity by providing knowledge, skills and sharing of experience.

This volume is developed for use by all Red Cross and Red Crescent personnel, whether staff or volunteers/members, involved in fundraising and other resource mobilization activities in their National Societies – either in headquarters or branches. It also acknowledges that National Society leaders are taking an increasingly active and informed role in leading resource mobilization efforts. It references all the relevant Movement policies and guidelines required to develop your resource mobilization programme and initiatives.

It provides overviews and serves as a quick reference guide to the Movement policy framework which relates to:
• domestic fundraising and other resource mobilization activities for National Society programmes and services
• Movement cooperation for National Society programmes and services
• communication activities for fundraising
• resource mobilization as part of National Society positioning.

Each document’s overview concludes with information on where to find the complete document on-line.

It is anticipated that this Volume of the Guidebook will be updated as additional documents are developed and endorsed. Feedback from users on this edition will be highly appreciated, as it will allow APFN to better adjust the content accordingly.
4 Relevant Policies, Guidelines and Frameworks
4.1 General – Overarching

4.1.1 Strategy 2020

**Summary:**
Adopted by the IFRC’s General Assembly in November 2009, Strategy 2020 was the result of extensive consultation within the Red Cross and Red Crescent Movement and with our external partners. Guided by the Statutes and Strategy for the Movement, it consolidates previous policies and strategies and provides the basis for *doing more, doing better and reaching further.*

In Strategy 2020, resource mobilization is key for realizing and achieving the humanitarian impacts through all the Enabling Actions 1, 2 and 3. If the Movement does not mobilize the resources required, which includes fundraising, to deliver global and national Red Cross Red Crescent programmes, then our capacity to respond to the humanitarian challenges will be severely restricted. **Resource mobilization is therefore key to achieving the results set out in Strategy 2020.**

**Contents:**
It defines three strategic aims and three enabling actions for the IFRC (member National Societies and the secretariat) in order to achieve a common vision: “to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.”

The strategic aims of Strategy 2020 are:

1. *Save lives, protect livelihoods, and strengthen recovery from disasters and crises*
2. *Enable healthy and safe living*
3. *Promote social inclusion and a culture of non-violence and peace*

The enabling actions to deliver our Strategic Aims are:

1. **Build strong National Red Cross and Red Crescent Societies**
2. **Pursue humanitarian diplomacy to prevent and reduce vulnerability in a globalized world**
3. **Function effectively as the International Federation**

All the Enabling Actions are relevant for resource mobilization.

**The expected impact from:**

Enabling Action 1 is:

➔ expanded sustainable national and local capacities of National Societies
➔ a stronger culture of voluntary service, and greater youth leadership and participation in National Society and community affairs
➔ scaled up and sustained National Society services for the most vulnerable people

Enabling Action 2 is:

➔ greater access to help people who are vulnerable, and earlier attention to situations and causes of vulnerability
➔ deeper public, government and partner support, and more resources for addressing vulnerabilities
➔ stronger recognition of community perspectives in the international humanitarian and development system and cooperation arrangements
Enabling Action 3 is:
- Stronger cooperation, coordination and support arrangements to deliver strategic outcomes
- Improved planning, performance management and accountability for IFRC activities
- Greater IFRC contribution to meeting vulnerability needs at global, national and local levels.

It is highlighted in Enabling Action 2 that we must be committed to humanitarian diplomacy; striving to give vulnerable people a strong voice; and to seek to prevent and reduce vulnerability by using the auxiliary status of National Societies. This is complemented by strong external partnerships and a diversified and expanded resource base. It is also emphasized in Enabling Action 2 that cooperation, advocacy, communication and resource sharing are key actions to enable the humanitarian results of - doing more, doing better, reaching further.

**Link to other documents:**
Federation-Wide Resource Mobilization Strategy was developed from this Strategy.

**Where to find it:**
4.1.2 Organizational Capacity Assessment and Certification (OCAC)/Framework and Principles for building strong National Societies

Summary:
Organizational Capacity Assessment and Certification (OCAC) is one of the methods developed under the “Framework and Principles for building strong National Societies” endorsed in the General Assembly 2011. The OCAC process helps National Societies to assess their organizational capacities, develop them and be acknowledged by setting common standards for all the Red Cross red Crescent National Societies.

OCAC is built on the experiences of “Characteristics of Well-functioning National Societies”, National Society Self-Assessment and other initiatives to assess and develop the organizational capacity of National Societies.

While the entire OCAC process including self-assessment, peer-review and certification phases is currently being finalized, the attributes and indicators for self-assessment are already clear. Resource mobilization, as a key which enables each National Society to deliver relevant and sustainable service to vulnerable people, is naturally featured in many aspects.

Contents:
A strong National Society is defined as “one that is able to deliver, through a network of volunteer-based units, a relevant service to vulnerable people sustained for as long as needed” in the Framework. Reading through the OCAC attributes and indicators, we can see the link between resource mobilization and the overall strengths of a National Society, as well as the ideal situation to work toward and steps to achieve the status of a strong National Society to further serve vulnerable people.

For example, the indicators for “resource mobilization capacities”, “unrestricted fund mobilization” and “donor mobilization” are as follows, and a National Society is asked to choose one of the situations (A-E) to define its own National Society capacity on each attribute (choosing a higher option implies that all conditions in the option and in all the former options are met);

Attribute: Resource mobilization capacities

   **Situation A:** (If the National Society does not fulfil the situation B)
   **Situation B:** The NS has established a dedicated staff for RM.
   **Situation C:** The NS has created training and development opportunities for its volunteers and staff on RM. An RM strategy has been developed and NS leaders agree on specific fundraising targets, based on assessment of market potential and trends. The NS is developing tools to reach the above targets.
   **Situation D:** The NS has established a research function to identify and share best practice, competitors, analysis of market trends, donor research and technologies. Standards in accountability and transparency are adopted and included in the RM functioning and disseminated at all levels.
   **Situation E:** The NS has created skills/info sharing mechanisms related to RM for staff, volunteers and leadership at branch and headquarters levels.

The NS exchanges RM-related best practices, methodologies, resources and skill share with other NS, participating in communities of practice.
Attribute: Unrestricted fund mobilisation

Situation A: (If the National Society does not fulfil the situation B)

Situation B: The NS is able to attract members and volunteers, whose fees contribute to support part of the core activities. The population is familiar with and respects the NS’s image and action, allowing for local fundraising campaigns.

Situation C: The NS systematically and successfully runs promotion and fundraising campaigns both at the headquarters and the branch level.

Situation D: The NS has a defined and structured mechanism to rapidly mobilise funds in times of crisis.

Situation E: The NS has a large variety of approaches in income mobilisation and is actively developing new ways to mobilise funds and expanding existing ones.

Attribute: Donor mobilisation

Situation A: (If the National Society does not fulfil the situation B)

Situation B: Existing donors are contacted occasionally (in case of a disaster, call for proposals, occasional fundraising events or other).

Situation C: Donors are contacted on a yearly basis (to discuss the yearly report, the plan & budget for the following year, etc.). The NS engages with potential donors and informs them about their plans.

Situation D: Donors are regularly updated on ongoing activities and funding needs.

Situation E: There are regular formal and informal contacts to discuss opportunities to enhance and scale-up partnership.

Other aspects of resource mobilization are also included, linking to various aspects of National Society organizational capacities:

- Governance – how the governance members are active in resource mobilization
- Information communications technologies (for internal and external communications) – how a National Society uses its website for resource mobilization
- Restricted/unrestricted income – how a National Society’s restricted income sources are diversified and stable, and how much of the core budget is covered by its own unrestricted funding
- Public image – how a National Society raises and maintains its public image and uses it in their fundraising initiatives

Links to other documents:

OCAC is one of tools developed under the “Framework and Principles for building strong National Societies”, based on “Characteristics of Well-functioning National Societies” and other initiatives to reflect on the organizational capacity in order to further develop it.

Where to find it:

4.1.3 Volunteering Policy 2011

Summary:
This Policy was adopted by the 18th session of the General Assembly held in 2011 in Geneva. Its purpose is to guide volunteering in the IFRC. It supersedes the Volunteer Policy of 1999.

Volunteering is identified by Strategy 2020 as being at the heart of community building. A National Society’s capacity and effectiveness is directly related to its ability to mobilize, manage and empower volunteers from across the communities that it serves.

It is important that National Society fundraisers know this policy as volunteers play such a vital role in resource mobilization. Their assistance is a key factor in the success of all our fundraising activities. The policy recognizes that Red Cross Red Crescent volunteers operate in a range of diverse and complex circumstances in a fast changing world where social, demographic, economic, and environmental trends as well as technological advancements are altering the shape and functioning of communities and how people volunteer. As the IFRC is committed to promoting a culture of volunteering in society in general and to position the Red Cross Red Crescent as the preferred choice of people seeking to volunteer, this new Policy has been endorsed. The impact of the successful implementation of this policy is expected to be a growth in the Red Cross Red Crescent share of volunteering as measured by the increased number of people preferring to start and remain volunteering with the Red Cross Red Crescent.

Contents:
It defines volunteers, ensuring that they are protected and supported, their achievements recognized and volunteers and volunteering are promoted by National Societies and that volunteer rights and responsibilities are written and applied.

Defining volunteering and volunteers
A Red Cross Red Crescent volunteer is a person who:
• carries out volunteering activities for a National Society, occasionally or regularly.
• works for a more humane and peaceful world.
• delivers services directly to vulnerable people, seeking to prevent and reduce vulnerability and exclusion where they can.
• governs and leads National Societies and their International Federation.

It is carried out by people motivated by free will, and not by a desire for material or financial gain, or by external social, economic or political pressure.

Protecting and supporting volunteers
This section explains that National Societies should have well-functioning management systems and practices to supervise, support and encourage volunteers. These are adapted to the specific context of their work and responsive to new trends in volunteering that may go beyond the established structures of National Societies including, for example, informal, on-line, and corporate, or other institutional forms of volunteering. And that National Societies ensure that their volunteers are provided with relevant and timely information, training and equipment, feedback on their performance, as well as appropriately assessed safety and security measures. That they insure their volunteers against accident, and provide access to accredited learning and personal development opportunities so as to help them to better undertake their agreed tasks or roles.

Recognize volunteers and their achievements
That National Societies take formal and informal opportunities to appreciate, individually and collectively, the work of volunteers and its impact.
Promote volunteers and volunteering
That National Societies remove physical, economic, social and cultural barriers to participation, and recruit volunteers based on their potential. Those volunteers should be reimbursed for pre-approved expenditure related to their volunteering tasks. National Societies also work with governments, the corporate sector and other partners to promote an enabling environment for volunteering in national life.

Agree volunteer rights and responsibilities
National Societies provide volunteers with written guidance and rules that set out the rights and responsibilities of both the National Society and its volunteers. All Red Cross and Red Crescent volunteers are expected to act, at all times, in accordance with the Fundamental Principles. Volunteers are expected to respect the regulations on the use of the emblem, and prevent its misuse. They should make themselves available to the National Society in case of emergency, according to their skills and abilities, as agreed with the National Society. In working with vulnerable people, volunteers are expected to strive for the highest standards of quality in the services that they deliver. They fulfil their duties without discrimination, responding to the needs of vulnerable people, in a compassionate and respectful manner. They respect the confidentiality of those whom they assist.

Where to find it:
4.2 Resource Mobilization and Fundraising

The IFRC policies briefly described in this chapter, set the criteria for when, why and how we conduct our fundraising activities. The Fundraising Policy is overarching, with the supporting Code of Ethics stipulating how fundraising personnel behave, and with the Donors’ Bill of Rights succinctly describing what donors should expect from Red Cross Red Crescent fundraisers. The Policy for Corporate Sector Partnership establishes the rules for entering into agreements with the business sector and the Code for Good Partnership establishes how we should relate to each other within the Movement.

4.2.1 Federation-Wide Resource Mobilization Strategy (FWRMS) 2011

Summary:
The FWRMS was endorsed at the General Assembly in 2011. It was developed over 18 months of wide consultations and is designed to maximize resource mobilization opportunities to realize the strategic aims of Strategy 2020.

Contents:
Drawn from Strategy 2020 enabling actions, the goals of the FWRMS are to:
1. maintain leadership in resource mobilization for emergencies
2. grow non-emergency income for international and domestic work
3. increase resource mobilization capacity of National Societies

Achieving these goals will enable the IFRC (i.e. national societies and the secretariat) to maintain its position as the world’s largest humanitarian network, ensuring the availability of resources to do more, do better and reach further.

The comprehensive Strategy will help us build on our strengths and competitive advantages in resource mobilization, while eliminating practices that undermine our national and global resource mobilization capacities and objectives. To do this it is paramount that the National Societies are competitive in their markets and that the IFRC adopts an integrated (Federation-Wide) approach. Only through an integrated approach, where National Societies and their secretariat are governed by a collective understanding of mutual roles and responsibilities, can we hope to achieve the goals above mentioned.

The Strategy is driven by five critical challenges that the IFRC must address to remain the world’s leading humanitarian network

1. Increased competition for emergency income
2. Low growth in non-emergency income
3. Domestic income challenges
4. Working in partnerships
5. Weak capacity building

Considering these challenges and our goals the Strategy is informed by the following guiding principles:

- maximize unrestricted income but not at the expense of growing overall income
- take donor interests into account and provide effective stewardship
- make concrete one Red Cross and Red Crescent to maximize funding potential
• best-placed person/organization makes approach to donor
• use evidence-based decision making globally and locally in resource mobilization and fundraising
• establish measurable resource mobilization performance targets
• Measure expenditure related to cost of resource mobilization activity and maintain the return on investment within acceptable industry standards.

The Strategy focuses on nine key income streams within three broad income portfolios which it considers to have maximum growth potential. It is advised that each National Society look into their respective environment to assess their own key income stream growth opportunities.

Private:
– Individual Giving
– Foundations
– Corporations
– High Net-Worth Individuals (HNWI)
– Events

Governments and multilateral institutions:
– Governments – domestic and international
– European Union
– Multilateral institutions

Other Income:
– Income earned from sources such as blood services/hospitals, property rentals etc.

The challenge for us all being responsible for resource mobilization, is to implement strategies and activities to enable us to assist more vulnerable people… doing more, doing better, reaching further.

**Link to other documents:**
This strategy is based on Strategy 2020.

**Where to find it:**
4.2.2 Fundraising Policy 1997

Summary:
The Policy was adopted by all National Societies at the 11th Session of the General Assembly in November 1997. Later, the associated Code of Ethics and Professional Conduct and Donor’s Bill of Rights below mentioned were endorsed. As one of the world’s largest humanitarian organizations, the Red Cross and Red Crescent Movement is proud of the high regard in which it is held by both the recipients of its services and its supporters. This Policy addresses general responsibilities as well as specific responsibilities of fundraisers and donors, and as related to the use of and accountability of funds.

This is a key Policy and it is recommended that it be downloaded and retained in your fundraising library/toolbox. As well as adhering to this Policy, as it establishes the rules and basis of all fundraising activities, it is recommended that all National Societies adapt and adopt a similar Policy for their internal use and application.

Contents:
It sets out how fundraisers shall act, rules they should comply with, accountability to donors and financial management and reporting standards.

Some of the main rules are as follows:
- Fundraisers shall always act with fairness, honesty integrity and openness.
- Fundraisers comply, in all of their activities with the Red Cross and Red Crescent Principles, practices, and applicable laws and regulations.
- Fundraisers hold themselves accountable to those from whom funds are received. They do not use messages or illustrations that make use of human misery or in any way compromise the dignity of any human being.
- Fundraisers shall not exploit their position for personal gain.
- Fundraisers shall adhere to the Red Cross and Red Crescent Movement Donor’s Bill of Rights.
- All funds raised will be used for the purpose for which they were raised, and within a reasonable timeframe.
- Fundraising costs shall at all times be held to a percentage of revenue which is generally acceptable within the fundraising profession and by the public. There shall be a proper balance between costs, revenue and quality.
- Accurate and timely reports shall be available to the public, including the amounts raised, how it was spent, and the net proportion used for the purpose or cause.

Link to other documents:
Code of Ethics and Professional Conduct for Red Cross Red Crescent Fundraisers and Donor’s Bill of Rights

Where to find it:
4.2.3 Fundraising Code of Ethics and Professional Conduct for Red Cross Red Crescent Fundraisers 1998 and Donor’s Bill of Rights

Summary:
The Code provides fundraisers with principles and guidelines for raising money and other resources from all sources. In this way, fundraisers for the Movement, no matter what specific job they are doing or where in the world they are located, can relate to the work of their colleagues. Credibility is essential for resource mobilization. Donors cannot personally experience the results of our work with their money. Donors have to trust us to use their money wisely and effectively. This consistency of approach to fundraising enhances the global nature of the Movement and its reputation with its supporters as reiterated in the Federation-Wide Resource Mobilization Strategy.

Contents:
It includes principles of Red Cross Red Crescent fundraising in general. Those fundraisers should hold themselves accountable to the Movement, vulnerable people for whom we are raising funds, and the donors.

- **Personal**
  - It sets out rules that fundraisers should adhere to in a personal capacity, their responsibilities placing their charitable mission above personal gain.

- **Current and potential donors**
  - The section provides fundraisers with the principles and guidance on relationships with current and potential donors. This section together with the Donor’s Bill of Rights provides comprehensive information on all aspects of donor relations and their care.

- **Use of funds**
  - That fundraisers shall clearly and at all times state the objective and cause of the fundraising campaign/project and ensure funds raised are utilized economically within a reasonable time frame.

- **Effectiveness**
  - It provides many examples as to how to be cost effective. That in all fundraising activities that costs be kept to an acceptable level, be cost effective and ensure security of money and in-kind donations from donors.

- **Accountability and transparency**
  - These last sections explain the rules and professional conduct expected in the use and application of the funds, accounting procedures and transparency of accountability. We are accountable to all stakeholders.

The Donor’s Bill of Rights recognizes that donors must have full confidence in the Movement, its appeals and resource mobilization efforts. The document clearly sets down the rights that donors have when supporting the Red Cross Red Crescent. That as Red Cross Red Crescent, we must ensure that we are adhering to the Code of Ethics and in so doing, will comply with the rights of donors as set out in the Bill.

Link to other Documents:
The Donor’s Bill of Rights and Red Cross Red Crescent Fundraisers Code of Ethics are associated with the Fundraising Policy 1997.
Where to find it:

Code of Ethics and Professional Conduct for Fundraisers 1998:

Donor Bill of Rights:

(You will need a registered account to access to DMIS which is a web based working tool made accessible only to Red Cross and Red Crescent staff working in National Societies, Delegations and Secretariat.)
4.2.4 Policy for Corporate Sector Partnerships 2005 and Appendices 2003

Summary:
Following the recommendations of the 2003 Council of Delegates, all National Societies were invited to review and test the first draft of the policy via a consultation process with the IFRC Secretariat and the International Committee of the Red Cross (ICRC). The perspectives of 40 National Societies were shared in making the Policy more suitable to the needs of National Societies around the world. The Movement approach to Corporate Sector Partnerships was then finalized in 2005.

The corporate sector is investing in corporate social responsibility programmes, by not only providing money and in-kind donations, but by entering into partnerships with Red Cross/Red Crescent. This Policy applies to corporate partnerships only. These are defined as relationships with a company, in which the Movement component grants the company the possibility of using its name, emblem/logo or image in its communication and promotional materials, thereby potentially creating a public association of image between the company and the Movement component. By ‘public association of image’ we refer to any connection in the mind of the public between the two organizations. The Policy does not apply to financial donations, in-kind donations, or to commercial arrangements with suppliers and service providers which do not entail a communication or promotional dimension which might potentially create a public association of image.

As corporate partnership is considered as one of key income stream growth opportunities for Red Cross Red Crescent fundraising this is a key Policy.

Contents:
The Policy is intended to serve as a framework for decision-making about corporate partnerships, and is contained in six brief chapters as follows:

- Purpose and scope
- Statutory framework. i.e. principles and use of the logo
- Selection criteria
- Screening process
- Partnership contract
- Key information mandatory in a contract and the implementation thereof

The chapter on selection criteria of the intended company is of particular importance to all National Society resource mobilization personnel. It sets out the rules and regulations to apply during the selection process of a proposed partner company. Key excerpts are as follows:

Mandatory criteria:
No component of the Movement will enter into partnerships with a company:
- whose core business is the direct manufacture or sale of arms
- which does not respect internationally recognized standards of Human Rights, Labour Rights, or Protection of Health and Discrimination
- whose core business is the direct manufacture or sale of products widely recognized as deleterious to health
- which does not respect International Humanitarian Law
- whose business interests might undermine the Movement’s ability to operate (including in conflict prone areas)
whose business practices contribute to conflicts or natural disasters
which does not respect the local or national laws and regulations of the countries where it operates
which has major public controversies tied to its products, policies or activities which are considered to be a significant risk to the Movement’s reputation and image, based on the assessment procedure defined below.

Desirable profile:
All components in the Movement will encourage partnerships with companies:
- which respect the Movement’s humanitarian values and commit to a programme of action to support its work
- which are leaders in exhibiting corporate social responsibility through policy and practice
- who would respond positively to input from the Movement to improving their business practices
- whose products and services relate to Movement’s mission or activity; and who would be the best possible partner to achieve the aims, reach and awareness of the Movement
- which promote the education, health, and social welfare of their employees, beyond that required by law
- which promote responsible production and use of their products and services and adhere to the principles of sustainable development
- which have a positive image, good reputation and a track record of good ethical behaviour

There are extensive appendices and include articles from the ‘regulations on use of the emblem’ that are relevant to corporate partnerships and credible information sources for company screening including internet services.

Annexed last are useful sample documents and templates of a corporate partnership policy, confidentiality agreement and a corporate partnership agreement to provide guidance when finalizing your corporate partnership.

Link to other documents:
Federation-Wide Resource Mobilization Strategy – FWRMS is informed by this Policy.

Where to find it:
hits://fednet.ifrc.org/PageFiles/83667/P policy%20on%20Corporate%20Partnerships%20EN.pdf
4.2.5 Corporate Partnerships – a Win-Win Hands-On Guide 2010

Summary:
This practical guide was developed by the IFRC Americas zone in collaboration with nine National Societies with the aim of adapting to the challenges that arise in resource mobilization in this changing world. Working differently is a challenge that Red Cross /Red Crescent faces to achieve long term modernization. Partnerships with companies is a key input into developing a more efficient, innovative resource mobilization process which would allow diversification of funding sources while working to meet our humanitarian objectives. Recognizing that the interaction of the Movement with businesses has increased dramatically, this manual serves a tool and guide to the initiatives taken by National Societies.

Contents:
Generally, the exchange of knowledge and resources and the contribution of each sector’s experience empower the development of innovative solutions that generate economic opportunities, create efficient working methods and enhance the strategic vision of both sectors. The Guide is a practical manual providing valuable information to National Societies to strengthen their work or those intending to work with corporate partners and to improve understanding in areas such as:

- strengthening public image for both parties
- creating a bridge for the exchange of knowledge and skills between businesses and Red Cross Red Crescent
- creating a range of opportunities to expand financing alternatives that allow income diversification
- developing opportunities to create products/innovative processes that benefit both parties
- understanding new funding methods, which could reveal fresh options for fundraising and communication and allow diversification of income sources?
- encouraging National Societies to experiment and, where a partnership with a company already exists, to expand their portfolio of options with new types of partnerships
- improving the execution of the method and preparing to comply with different steps.

It has nine chapters ranging from information about corporate partnerships, to why enter into one, and then outlining the types of partnerships. Chapter 4 presents in detail the success factors of the power of the Red Cross Red Crescent brand and work. The next chapter covers the importance of internal policies for corporate partnerships and the concise suggested steps to successful corporate partnerships. Then it tells us how to create good presentation material for companies. The last chapters identify typical challenges and how to overcome them, and then, finally, the processes of integration. There are 3 Appendices – the first two being templates of client research and an account plan. The last contains corporate partnership case studies from nine National Societies.

This new comprehensive hands on guide is recommended for all National Societies entering into or wanting to know the up-to-date developments and trends in corporate partnerships.

Links to other documents:
This is informed by Strategy 2020 and Policy for Corporate Sector Partnerships 2003.
4.2.6 Code for Good Partnership 2009

Summary:
The Code was endorsed by all components of the Movement i.e. the National Societies, ICRC and IFRC and was endorsed by the Council of Delegates in 2009. It recognizes that institutional partnerships are ultimately about relationships between people. Successful implementation requires that all staff and volunteers understand and adhere to it. It applies to partnerships with all stakeholders – internal and external. It includes five commitments:

Contents:
Commitment One: Respect and empower vulnerable people
Commitment Two: Practice diversity and cultural sensitivity
Commitment Three: Ensure Integrity
Commitment Four: Work together as partners within the Movement.
Commitment Five: Cooperate with actors outside the Movement

Application:
In applying the Code, each component considers the following steps at organizational level:
• the Code is reflected in organizational strategies, policies, programmes and services
• the Code becomes an integral part of human resources management, including staff and volunteers regulations, job descriptions, briefing and training to all staff and volunteers.

For each partnership arrangement, partners apply the Code in a context specific way. In doing so, the code should be:
• applied in all Movement dialogue and negotiations
• used to recognize the different capacities of partners
• used to strengthen the skills and capacities to work in partnership
• integrated in any Movement cooperation and coordination mechanism
• explicitly incorporated in all agreements between Movement partners
• integrated into all meetings and initiatives taken by Movement partners
• promoted in cooperation with external partners

It is intended that this Code be reflected in our strategies, policies, programmes and services. As fundraising is about relationships with and between people, this is a key document.

Link to other documents:
It can be found on:
4.3 Humanitarian Diplomacy

4.3.1 Humanitarian Diplomacy Policy 2009 and Explanatory Memorandum

**Summary:**

The Humanitarian Diplomacy Policy was unanimously adopted by the 19th session of the Governing Board in Paris in 2009. As a formally adopted policy, it binds National Societies and the secretariat. It is an overarching policy, different from others in that it is designed to support the key messages of National Societies and the IFRC with greater visibility and influence, but not to change the substance of those messages. Its relevance to functions at all levels, and to all programmes, makes it important that National Societies and the secretariat integrate its principles and methodology into their ways of working so that all other policies, programmes and initiatives benefit from the support of humanitarian diplomacy action.

The policy has many benefits for National Societies and the secretariat. It will improve the understanding of external partners and others outside the Movement of the purposes of our work and the ways in which they can support it.

Humanitarian diplomacy is key to strengthening resource mobilization – especially externally by diversifying and expanding our resource base. The more people that know of and are aware of the needs of the vulnerable and the work of the Red Cross Red Crescent in alleviating their suffering, the more support resource mobilization will attract. It will strengthen protection of the Fundamental Principles as the base for our business.

**Contents:**

In the Introduction of the Policy, it states the following objectives will achieved by effective humanitarian diplomacy:

- more frequent consideration by decision makers and opinion leaders of the interests of vulnerable people;
- greater access to and influence with decision makers;
- greater humanitarian access and space for National Societies and the IFRC;
- strong visibility for and public understanding of Red Cross and Red Crescent activities;
- stronger capacity to mobilize all relevant resources; and
- the facilitation of effective partnerships when responding to the needs of the vulnerable.

The main points in the policy are in the definitions. It makes it clear that the objective of persuading action is at the heart of the Red Cross Red Crescent’s more active approach to all aspects of humanitarian diplomacy. The way forward in this approach is outlined in four signposts that clarify the application of the policy in real terms:
They are:
1. The responsibility to persuade;
2. Persuading with the appropriate diplomatic tools and actions;
3. Focusing on areas of knowledge and expertise; and
4. Engaging at appropriate times with partners outside the Movement.

The first signpost for action is the most important. It is designed to impress upon the consciousness of every National Society and the IFRC secretariat their fundamental responsibility to persuade decision makers to act in the interests of vulnerable people. The remaining signposts give that new mindset a defined structure, a framework that sets out the way that responsibility should be exercised. The policy then states that each individual National Society and the IFRC has responsibilities under the four signposts above – and why and how. The secretariat is developing toolkits as a service for National Societies as they develop their own application of humanitarian diplomacy. It is also gathering reports of good practice, has posted outcomes from workshops and a strategic framework 2011-2012 on FedNet, which will also help Societies with their work.

It is imperative that resource mobilization personnel, including volunteers, have a thorough understanding of key messages of the Policy and Explanatory Memorandum and we urge you to download the relevant documents, and integrate them into all your activities. Thus, the increased public understanding of vulnerable people, our Fundamental Principles, and how and why we work, will be a key factor in the increase of funds raised from all income streams.

The Explanatory Memorandum must be read together with the Policy as it explains in detail exactly what the Policy is designed to achieve. The Memorandum is divided into four chapters. They are:

Chapter 1: What is ‘humanitarian diplomacy’?
This details Humanitarian Diplomacy together with suggested actions and how to apply the four Signposts

Chapter 2: The Fundamental Principles and concerns about threats to humanitarian space
This explains the relationship between the principle of neutrality and humanitarian diplomacy, and, that not all of the Fundamental Principles have the same hierarchy.

Chapter 3: Concerns about the integrity of the Movement
This explains how the conduct of humanitarian diplomacy requires careful planning and action to protect the integrity of National Societies and the IFRC.

Chapter 4: Wider benefits of the policy
This chapter is particularly relevant to resource mobilization and fundraising, and explains the positive impact and benefits to the Red Cross Red Crescent when robust humanitarian diplomacy is applied.

The Memorandum concludes by reiterating that the Policy invokes a new mindset to persuade. It makes it clear that this is not a choice but our responsibility.

Link to other documents:

Where to find it:

Summary:
The Handbook and Annex were produced acknowledging that since 2000, there has been more emphasis globally on partnerships. The Handbook is the Users Guide and the Annex contains the templates and precedents. The Handbook was developed by the IFRC to provide an essential tool to help National Societies and secretariat staff to build their own partnerships. Targeted humanitarian diplomacy can and must be undertaken to persuade decision makers including prospective supporters, donors and other opinion leaders to act in the interests of vulnerable people and support the work of the Movement. These two documents are indispensable tools for National Society and secretariat staff, including personnel involved in resource mobilization - in establishing contacts and fostering important relationships and partnerships on the basis of trust and mutual respect with all external stakeholders.

Contents:
The 2010 Protocol Handbook is set out in four chapters with the 2010 Annex containing hundreds of case examples.
- **Chapter 1** International Federation and National Societies’ position in the international sphere and their roles
- **Chapter 2** Protocol at work – how to make it work for you
- **Chapter 3** Linkage with the world beyond the Red Cross Red Crescent
- **Chapter 4** Participation in international conferences and major meetings

Of special interest to Resource Mobilization personnel are the contents of Chapter 3 and the Annex comprising examples and templates.

**Chapter 3 Linkage with the world beyond the Red Cross Red Crescent**
1. Pursuing humanitarian diplomacy as an enabling action
2. Interact with public authorities and other institutions
3. Work to bridge National Societies with other stakeholders
4. Involving National Societies in the representation
5. Humanitarian diplomacy for the benefits of the most vulnerable
6. Lobbying and networking for the benefits of the most vulnerable
7. Advocating, lobbying and networking – important components of humanitarian diplomacy

The scope of the 2010 Annex is wide. It provides numerous Red Cross Red Crescent examples and templates of position papers, meeting notes, speeches with different styles for different occasions, formal communications, letters to VIPs – thank you, condolence etc., notes on social etiquette and lists of global organization acronyms and even a list of International and World Days that relate to Red Cross Red Crescent work.

**Link to other documents:**

**Where to find the Handbook 2010 and Annex 2010**
4.4 Communications

4.4.1 Guide for Movement Communicators

Summary:
The first edition of the Guide was launched in 2001 at the Council of Delegates and has since been regularly updated to reflect the developments in communications. The book is a training tool and a practical resource for National Society information officers, fundraisers and IFRC delegates, and has recently been updated. As well as the user friendly up to date information on Information Technology and use of web based tools, it has case studies and many examples from National Society communicators. It is highly recommended to be read and applied by all personnel involved in resource mobilization.

As the media and donor environment is more and more competitive, the use of our resources should be maximized. Movement communication and fundraising personnel must be multi-skilled and this Guide gives fundraisers the knowledge and tools on all communications components required to broadcast their Red Cross Red Crescent messages more effectively.

Contents:
You will find extensive user-friendly information on the communication practices which all have significant impacts on your resource mobilization efforts. These include handling the media and television, running web sites and using the Internet, running Movement advocacy campaigns and crisis management.

Chapter 1 – Red Cross, Red Crescent
Gives tips on how to disseminate key messages about the Movement, given our diversity in programmes and advocacy messages.

Chapter 2 – The Internet
Provides information and advice on all internet communications and suggestions on writing and displaying website content.

Chapter 3 – The news media
Focuses on the skills relevant to assisting journalists who descend on you suddenly, perhaps in the immediate aftermath of what have become known as ‘sudden onset disasters,’ and it divides them up by the individual media of television, radio and print.

Chapter 4 – Setting the agenda
Focuses on when Red Cross Red Crescent is trying to win exposure and coverage by the media for an operation or programme issue that may not be making headlines already.

Chapter 5 – Publish with a purpose
Emphasises that even in today’s world of twenty-four-hour news and information accessible immediately almost anywhere around the globe, that printed publications are still a powerful media source. Includes tips and advice on writing stories for ‘paper publications’.

Chapter 6 – The visual message
Provides key information on photography. Tips on how to make the most of Red Cross Red Crescent visual messages. Good photography to depict powerful images in relation to our message but simultaneously protecting the dignity of the subject. There are also stories from National Societies on how they have faced the challenge.

Chapter 7 – Dissemination and advocacy
Explains the meanings of dissemination and advocacy and how the Movement applies these communication channels.

Chapter 8 – The digital divide – development issues
Gives important information on IT new technologies and illustrations of how Red Cross Red
Crescent is taking advantage of them, especially in the developing world when they are being used as an enriching tool for our daily humanitarian work.

**Chapter 9 – Crisis communication**
Contains exercises and case studies on dealing with negative press.

**Where to find it:**
https://fednet.ifrc.org/en/resources/communications/communication-tools/guide-for-communicators/
4.4.2 Logo/Emblem Design Guidelines 2006

Summary:
The Red Cross and the Red Crescent are two of the most recognized symbols in the world. The Red Crystal is a new additional symbol. But they are more than just that. They are protected emblems and their use is enshrined in International Humanitarian Law. The graphic descriptions of a Red Cross, Red Crescent or Red Crystal on a white background must be strictly adhered to by all components of the Movement. The Design Guidebook provides comprehensive guidelines on the emblem (logo), its protective and indicative use, its correct colour, proportions, including minimal and maximum size and dimensions on flags. For resource mobilization we use the indicative logo.

It is important for fundraisers to follow the correct rules for indicative use of the emblems when displaying them or when their programme or activity is affiliated with and has a link to the Red Cross and Red Crescent Movement. It is advisable that each National Society develops their own guide for their visual identity, in which the use of the logo, the emblem and graphic elements are clearly explained. This document would not only organize work better but would also contribute to the commitment of having integrated communication materials and campaigns with a clear image for all involved audiences. It would also be extremely useful as a guideline for chapters (branches).

Contents:
The guideline gives a brief overview of the emblems and their use. It briefly explains the difference between the protective and indicative use of the emblems.

Basic rules:
1. The cross, the crescent and the crystal must always be in plain solid red. Their shapes must not be altered.
2. The cross, the crescent and the crystal must always appear on a white background. No variations, not even beige or grey shading, are allowed.
3. No lettering, design or object should be superimposed on the white background or on the cross or crescent itself.
4. The cross, the crescent and the crystal must be two dimensional, not three dimensional.
5. The cross, the crescent and the crystal may not be used in series as a border, repetitive decoration, and typographic embellishment or shown as a drawing in perspective.

Definitions:
It also defines the emblems and their combinations that can be used by the Movement partners.

Link to other documents:
For the detailed regulations on the use of the emblem, please see Regulations on the use of the Emblem of the Red Cross or Red Crescent by the National Societies and the Additional Protocol to the Geneva Conventions of August 1949 relating to the Adoption of an Additional Distinctive Emblem - Protocol 111.

Where to find it:
4.4.3 Use of the Emblem (logo)

Regulations on Use of the Emblem

Summary:
Resource mobilization - fundraising personnel apply the indicative use of the emblem. The regulations regarding the graphic depiction of either a red cross, a red crescent or a red crystal on a white background must be strictly adhered to by all components of the Movement. The Regulations on the Use of the Emblems of the Red Cross or the Red Crescent by National Societies (Council of Delegates, Budapest, 1991) refers to the use of both the protective and indicative use of the emblems.

Contents:
The following overview from the Regulations is applicable to the indicative use of the emblem only. Fundraisers should download the entire contents of Chapter 111 Articles 16-27 which state how and when the emblem can be used by National Societies. It is especially important that all Red Cross Red Crescent fundraising personnel be familiar with the conditions set down on the use of the emblem in Article 23.

Section 1: Persons
- Article 16 Members and employees of the National Society
- Article 18 Other persons authorized by the National Society to wear the emblem
- Article 17 Members of the Red Cross or Red Crescent Youth
- Article 18 Other persons authorized by the National Society to wear the emblem

Section 2: Objects
- Article 19 Buildings and premises used by the National Society
- Article 20 Buildings and premises belonging to the National Society, not occupied by it
- Article 21 Hospitals, aid stations and means of transportation of the National Society
- Article 22 Aid stations and ambulances run or used by third parties

Section 3: Dissemination and fundraising
- Article 23 Campaigns and events organized by the National Society
- Article 24 Requests by third parties to use the emblem

Section 4: Specific Rules
- Article 25 Cooperation with other organizations
- Article 26 Medals and other tokens of acknowledgement
- Article 27 Relief consignments

Where to find it:

(Contained in Handbook of the International Red Cross and Red Crescent Movement)
4.4.4 Social Media Guidelines 2012

Summary:
These Guidelines are designed to provide helpful, practical advice and also to protect the IFRC, secretariat staff and Red Cross Red Crescent staff worldwide who use social media tools such as Facebook, Twitter, Flickr or YouTube, Google+, Scribd, Blog or if you have your own blog or if you are posting comments on other people’s blogs. This document contains helpful information on tools that exist and how to use them effectively. This is an important tool for National Society fundraisers when using social media to inform the public about the Red Cross and Red Crescent Movement.

Contents:
It consists of two parts: first, best practice and recommendations. This is followed by a summary of the rules and obligations that are already in place and how they apply to staff use of social media. Both parts include practical examples.

Best Practice
1. Be a good ambassador
2. Get advice
3. Be passionate
4. Use a disclaimer if you have your own blog
   Example: “The postings on this site are my own and don’t necessarily represent positions, strategies or opinions of my employer.” If you have an “about me” page, we advise against using photos where you stand in front of one of the emblems since this might give the website or blog an official appearance
5. Think of CNN, your mother and your boss; don’t say anything online that you wouldn’t be comfortable saying to them
6. Add value
7. Feel free to correct others but stick to the facts
8. Be the first to admit a mistake; if you have made a mistake, be upfront about it
9. Use your best judgment; if you are about to publish something that makes you pause, then do not publish it
10. Protect your own privacy; adjust features to your comfort level
    Example: On Facebook you can control your privacy settings under “Privacy Settings”. We recommend that you set most of these settings to “Friends” or use the “Custom” option for even greater control.
11. Keep security in mind
12. Give credit
13. Be polite
14. Spread the word and connect with your colleagues

Existing rules and obligations
1. Observe neutrality
2. Don’t use the emblems or the IFRC logotype
3. Stay focused on your job
4. Keep your manager in the loop
5. Observe IT security rules
6. Respect privacy
7. Be careful when quoting numbers of casualties
8. Selection of IFRC profiles and sites. We welcome you to connect with the IFRC via any of our social communications channels listed below:
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<td>Blog</td>
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**Where to find it**

4.4.5 Facebook Pages – A Guide for National Societies (2012)

Summary:
This guide was developed because in 2012 Facebook is the third largest website in the world, with roughly 800 million active users connecting in 70 languages. This social network reached over half of the world’s available audience in October of 2011 and accounted for one in every seven minutes spent online worldwide. This document outlines the basics of creating and maintaining a Red Cross Red Crescent presence on Facebook, with the ultimate goal of supporting the Movement’s humanitarian mission. This guide is important for National Society fundraisers when setting up or using Facebook to disseminate Red Cross Red Crescent messages.

To maximize this engagement potential, it is important that National Societies establish a presence where users spend a significant portion of their time. When a National Society establishes a Facebook page, it not only brings a National Society into the conversation but also empowers their voices as Red Cross Red Crescent advocates.

Contents:
This 12 page guide provides valuable information on all aspects of Facebook, ranging from who should or should not create a page to information on measuring your Facebook success by analysis. It explains the resources required to create a Facebook page and at the very minimum, a page will require:

- an administrator who creates and manages the page via their personal Facebook profile
- more than one administrator is recommended to ensure uninterrupted coverage
- an image (.jpg) that represents the National Society in accordance with design and emblem guidelines
- introductory information that provides an overview of the National Society and its mission
- rules of use that reinforce Facebook’s Statement of Rights and Responsibilities as well as the Movement’s Fundamental Principles; by liking the page, users are agreeing to these guidelines for acceptable behaviour
- compelling content – videos, photos, articles, questions – that can be shared and discussed with the community on a regular basis

The guide describes how to start a National Society Facebook page.

Community Engagement:
This chapter details the elements of a successful Facebook page. Every Facebook page offers building blocks for establishing a strong online presence. With the right tools, content and approach, the National Society Facebook administrator can quickly cultivate a welcoming, active community.

And it then explains how to use the various contents and features on the Facebook page: The About section, Wall posts, questions, events, photos and videos. Then, lastly, nine key suggestions on best practices.

Page moderation:
This chapter explains the roles and responsibilities of the National Society Facebook administrator but emphasizes that page moderation is a shared responsibility across internal stakeholders. Some of these responsibilities include being a Red Cross Red Crescent brand ambassador and taking time to thank users for their contributions, support and loyalty; also enforcing rules and knowing how to moderate angry or accusatory posts.
Reputation management:
This provides recommendations for remedying situations that a Facebook administrator may come across. It provides some scenarios to explain how to apply the recommendations.

Conclusion – moving forward:
A National Society Facebook could provide an affordable convenient means of engaging with National Society stakeholders. Increased interest from stakeholders is key to increasing resources.

Useful resources:
Communities of Practice:
FedNet’s online communities to share ideas, discuss information related to social media and more https://fednet.ifrc.org/en/Communities/communities-of-practice/

Social Media Directory: Discover what other National Societies world-wide are doing on Facebook and Twitter

Where to find it:
4.5 Movement Cooperation

4.5.1 Development Policy 1995

Summary:
The Development Policy adopted by the General Assembly in 1995 together with the Development Cooperation Policy adopted in 1997, provide the framework for working effectively as a Federation. The Development Cooperation Policy indicates how and why it is to be done whilst this Development Policy states what is to be done.

Contents:
It is a short Policy with brief descriptions under seven headings that briefly describe the following:

Definition of development:
• The Red Cross Red Crescent defines development as the process by which communities, families and individuals grow stronger, can enjoy fuller and more productive lives, and become less vulnerable. Development also means the strengthening of National Societies so they can carry out their humanitarian mandate.

Principles:
• The rationale for Red Cross Red Crescent work lies in our humanitarian mandate: to prevent and alleviate human suffering wherever it may be found, and the challenge to improve the situation of the most vulnerable.

Approach:
• Considerations to be taken into particular account – development programmes shall be based on an analysis of the vulnerabilities and capacities of the people involved
• National Society capacity building aims to strengthen National Societies and their local network in order to achieve the Characteristics of a Well-functioning Society. Continuous improvement shall be pursued through regular self-assessments and other institutional development measures.
• Sources of funding shall be diversified and consistent with the Red Cross Red Crescent. Beneficiary contributions and other forms of cost recovery should play an important role in National Societies’ resource development.

Programme focus:
• Red Cross Red Crescent programmes are primarily in three sectors: health, social care and disaster management.
• Disaster response, development and service delivery programmes shall be properly balanced and mutually reinforcing.

Development planning:
• Each National Society should have a comprehensive development plan. The plan shall be based on priority needs in accordance with the Society’s mission and on the IFRC’s strategic plans. It shall reflect what the National Society can reasonably and effectively do.

Development cooperation:
• Development cooperation is a mechanism by which National Societies help build each other’s capacity to carry out the global humanitarian mandate. Development assistance shall be channelled through National Societies to maximize the potential of the IFRC. It shall be administered with economy, efficiency and effectiveness. Development cooperation shall be carried out within agreed guidelines and procedures.
Responsibilities:

- Each National Society has the responsibility for its own development and all Red Cross Red Crescent activities within its country. Other Societies may contribute to programmes in accordance with a National Society’s development plan. Development cooperation shall be based on mutual respect for the particular responsibilities of each National Society involved. The IFRC promotes and facilitates the development process of National Societies and plays a leadership role in the coordination of development assistance.

Links to other documents:
Development Cooperation Policy and Assessment of a Well-functioning National Society

Where to find it:

(You will need a registered account to access to DMIS which is a web based working tool made accessible only to Red Cross and Red Crescent staff working in National Societies, Delegations and Secretariat.)
4.5.2 Development cooperation policy 1997

Summary:
This Policy, adopted by the General Assembly of the IFRC in November 1997, outlines how we work with each other to strengthen the programmes and the overall capacity of National Societies. It explains the objectives of development cooperation, organizing principles, roles, responsibilities and mechanisms between all partners of the IFRC.

Contents:
The five objectives of development cooperation are to:

- provide well planned assistance to strengthen the capacity of a National Society and to improve the effectiveness of its programmes
- foster a sense of partnership and mutual learning between National Societies and the IFRC secretariat
- promote long term sustainability by ensuring that external assistance not only supports programmes, but is harmonized with systematic efforts to develop a National Society’s human and financial resources
- promote the equal participation of men and women in National Society development activities at all levels
- ensure that development programmes are accountable to those they aim to assist, as well as to those who provide the financial and other resources for implementation.

Organizing principles
The section states that development cooperation within the IFRC is always provided in a spirit of partnership, mutual support and respect between the main partners. In addition, the ICRC is an important partner that will in many cases be active in supporting a National Society.

Examples of information in this section of the Policy relating to resource mobilization include:

- Governments are important partners in development cooperation. In its own country, the National Society has a recognized role as an auxiliary in the emergency and also health and social sectors. Similarly, many partner National Societies work closely with their governments to mobilize financial support for international activities. In both cases, it is important that the National Society works actively to build up a positive but independent relationship with its government.

- The IFRC and National Societies also favour the involvement of other bodies – private companies, foundations, civic organizations – in international cooperation activities, through twinning, sponsorship or other methods that help mobilize resources and promote social participation. In their relations with such bodies, National Societies shall ensure respect for their operating criteria and for this present policy.

- A National Society may also receive support for its development activities from non-Red Cross or Red Crescent international aid organizations in its country. Development assistance from a partner National Society should be channelled through the host National Society of a particular country. A partner National Society should not, without the full consent of the concerned host National Society, support a non-Red Cross or Red Crescent partner outside its own country.
Roles and responsibilities of partners:
This section explains in detail the various roles and responsibilities of the three main partners i.e. operating National Societies, participating National Societies and the International Federation secretariat. It also includes the financial responsibilities of each partner as well as other forms of assistance provided by partner National Society to the host National Society.

Mechanisms for development cooperation
This last section of the Development Cooperation Policy explains in detail the various mechanisms required and their importance. These are the same mechanisms that are required when seeking or obtaining funds from an external partner – trusts and foundations, international funding agencies, governments, etc.

They are:
• National Society strategic (development) plans
• specific programme or project descriptions
• development cooperation agreements and development contracts
• partnership coordination meetings
• monitoring, evaluation and auditing arrangements

Links to other documents:
This Policy together with the Development Policy adopted in 1995 provides the framework for working effectively as a Federation. The Development Policy indicates what is to be done and why it is to be done whilst this Development Cooperation Policy states how it is to be done and by whom.

Where to find it:
4.5.3 National Society Guidelines for Fundraising for International Appeals (2010)

**Summary:**
This brief one-page document was drafted and endorsed initially for use by National Societies accepting donations for the IFRC’s Haiti Emergency Appeal in January 2010. The Guidelines can also be used and applied to other global emergency appeals which the IFRC may launch in support of a major catastrophe. Although brief, they are succinct and provide the basic tools for accepting and managing funds for an IFRC Emergency appeal. There are six short paragraphs covering from information that only cash donations are acceptable, to ensuring accountability of funding.

**Contents:**

1. **Cash donations only:** this chapter emphasizes that only cash donations will be accepted for an international appeal.
2. **Separate bank account:** encourages National Societies to establish an account separate to their day-to-day bank accounts to receive donations. The account should be named according to the current appeal: Haiti Relief Fund for example.
3. **One national appeal:** collection can be made at any branch for one national appeal.
4. **Multiple banks:** for best results, accounts should be established in multiple banks to allow the opportunity for more people to donate.
5. **Purpose of funds collected:** donors can be advised what funds collected are likely to be used for. However, it is important for donors to understand that funds cannot be earmarked for specific items.
   - In the case of major scale disasters, it is also important that donors understand that the funds they donate may be used immediately in the emergency phase, or in 2 or 3 years in order to cover the recovery needs.
6. **Accountability of funding:** National Societies should keep extensive financial records and regularly inform the public of the progress of the appeal as well as work in the impacted area.

**Where to find it:**
[https://fednet.ifrc.org/PageFiles/83691/Guideline%20Int%20Disaster%20Fundraising.doc](https://fednet.ifrc.org/PageFiles/83691/Guideline%20Int%20Disaster%20Fundraising.doc)
4.5.4 Handbook for Coordination – Last updated 2010

Summary:
The Handbook is a key tool in order to mount an effective international response to a large-scale natural disaster and it gives the information required to establish and maintain coordination mechanisms between components of the Movement. Though still in a draft format developed for National Society disaster managers, it provides Red Cross Red Crescent fundraisers with a good overview of coordination mechanisms and key tools for resource mobilization in international response to a large-scale natural disaster.

‘Cooperation involves a spectrum of activities from information and resource-sharing, to joint development of programmes and services. Coordination that generates common plans, strategies and on-the-ground cooperation is more complicated but can achieve the greatest impact.’

The Federation–Wide Resource Mobilization Strategy Goal 1 is ‘to maintain leadership in resource mobilization in emergencies’. If we are to achieve this goal then it has to be through an integrated approach, and this Handbook details how we can be more effective in our response and communications, thereby raising increased disaster appeal funds.

Contents – relevant to fundraising
Part II deals with ‘putting coordination into action ’ and explains key disaster response tools such as the IFRC’s Disaster Relief Emergency Fund (DREF) and Emergency Appeals, as well as “how to coordinate Movement partners – capacities, structure, method etc.”, and common challenges in coordination.

Link to other documents

Where to find it:
Relevant Policies, Guidelines and Frameworks
The Fundamental Principles of the International Red Cross and Red Crescent Movement

**Humanity** The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

**Impartiality** It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

**Neutrality** In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

**Independence** The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

**Voluntary service** It is a voluntary relief movement not prompted in any manner by desire for gain.

**Unity** There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

**Universality** The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.