|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **1.0 Donor Initiatives** | **Lead** | **Action** | **Timeline** | **Status** |
| **1.1** Improve emergency resource mobilization processes including appeals launch timeliness | Secretariat Strategic Partnerships Unit (SPU), in collaboration with Asia Pacific Zone and National Societies | * Working group formed, including National Societies and Secretariat, led by SPU in collaboration with APZ. Consultations held with NSs and key secretariat staff. Working Group meeting held 18-19 October 2012 in Kuala Lumpur, when draft recommendations were prepared. * Recommendations discussed and input provided at SIG meeting October 2012, plan of action was drawn up for implementation in 2013 including:   - Improvements in Emergency Appeal process and Federation-wide Appeals  -Improvement and timely access to emergency fundraising materials  -Capacity building of NS in RM in emergencies  -Increased fundraising for silent disasters  -Guidelines in RM for mega disasters and disasters in high income countries  -Coordination with ICRC in complex disasters  -Role of IFRC Secretariat in coordination of RM in emergencies and RM surge capacity  -Further research, analysis and benchmarking in emergency funding needed | 2012-13 |  |
| **1.2** Define and promote the RCRC value proposition to donors | Secretariat Communications Department  NS lead TBC | * Boston Consulting Group was engaged to deliver a pro-bono project on the Red Cross Red Crescent value proposition, linked to the global branding work being undertaken. RCRC value proposition presented at SIG meeting 29-30 October 2012. Comparator interviews completed, BCG donor interviews pending. All work on the value proposition to be folded into branding discussions. | 2012-13 |  |
|  |
| **1.3** Define service need and develop Federation-wide financial goals | Secretariat |  | 2014 |  |
| **1.4** Access untapped and underdeveloped income including leveraging International Organization status | Secretariat, EU Office, Zone Offices, in collaboration with specific National Societies | * Develop strategies to facilitate country and regional engagement with multilateral organizations, supported by the IFRC Secretariat. * Framework Agreement between EU and IFRC to be finalized in 2013 * Theme of 2012 Pan African Conference held in Addis Ababa, *Investing in Africa,* recognized Africa as one of the fastest growing regions of the world with new opportunities for domestic and regional partnerships with regional bodies, development banks, multilateral donors. Efforts to expand African NS funding opportunities include:   + MOU with African Development Bank to be signed in 2013, initially providing USD 1 million for the Comoros appeal, with an additional USD 15 million being discussed for the Sahel   + IFRC identified as a Principle Recipient for Niger Global Fund TB grant of Euro 25 million for a 5 year period   + Kenya RC signed a grant for USD 35 million for Global Funds Round 10 HIV   + UNITAID – letter of intent successful however full proposal not accepted by UNITAID Board. Efforts continue to partner with UNAIDS/UNITAID.   Other initiatives include:   * Application to World Bank Global Environmental Facility submitted, implementation partner status expected to be approved Q2 2013. * World Bank funds obtained for Nepal. * ADB, Islamic Development Bank, Inter-Americas Development bank – discussions initiated. Vice president of IADB served as a panelist at IFRC Rio +20 side event. * IFRC peer review of World Bank Knowledge Notes and World Bank Annual Meeting Sendai Report in August 2012. IFRC contributing to World Bank 2014 World Development Report. * Application to OECD for IFRC to have multilateral status submitted April; status not granted. | 2012-13 |  |
| **1.5** Implement a mechanism for donors to support all programmes | Secretariat Strategic Partnerships Unit | * Working on process for introduction of consolidated Federation-wide emergency appeals in 2013. * Exploring possibility of Federation-wide long term development plans with mapping of partner/donor interests. * Plans to set up a database for information on all NS programmes being investigated | 2012-13 |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2.0 Capacity Initiatives** | **Lead** | **Action** | **Timeline** | **Status**  **Feb 2013** |
| **2.1** Establish communities of practice (CoP) / reference centres for key income streams | Individual giving CoP: British RC  EU Intra-community CoP: Romanian RC  Corporate CoP: Swiss RC  Domestic govt CoP: Australian RC | Communities of Practice established for four income streams to share experiences, cultivate best practices, help solve problems & foster innovation across income streams.   * Platform established on FedNet for Communities of Practice (CoP) in June 2012. * Individual giving CoP led by British RC, 49 members from 15 NSs RC, <https://fednet.ifrc.org/en/communities/communities-of-practice/Home/?clubId=65&c=43&q>= * Within Individual Giving, a sub-group for High Net worth Individuals, with a CoP on FedNet, has been formed on September 21 with 24 members. * EU Intra-community CoP led by Romanian RC 30 members, <https://fednet.ifrc.org/en/communities/communities-of-practice/Home/?clubId=42&c=&q>= * Corporate CoP led by Swiss RC, 53 members from 11 NSs, <https://fednet.ifrc.org/en/communities/communities-of-practice/Home/?clubId=85&c=43&q>= * Domestic govt CoP led by Australian RC, 15 members, <https://fednet.ifrc.org/en/communities/communities-of-practice/Home/?clubId=115&c=43&q>   CoPs discussed by SIG in October. Agreed to focus on 4 CoPs in 2013 to expand level of engagement prior to initiating additional COPs for other income streams. | 2012-13 |  |
| **2.2** Develop and implement Cooperation Principles to maximise income and facilitate global partnerships | Secretariat Strategic Partnerships Unit, NSKD, Legal Department | * Draft Principles of Cooperation introduced and modified at SIG meeting in February 2012. Second draft shared with SIG for inputs in April 2012 requesting comments. Template now exists for NSs expressing interest. * American RC signed Principles of Cooperation in July 2012. * Ongoing dialogue with the British RC on the Principles of Cooperation . | 2012-13 |  |
| **2.3** Facilitate NS growth in income and capacity in key markets by exploring outsourced RM operations, model RM programmes etc | Netherlands RC Secretariat Finance Department  NS CoP Leads | * E-learning course on income generating activities being developed by Netherlands Red Cross. SPU to complete e-learning modules with support from Netherlands Red Cross. * Chief Finance Officer working with KPMG to undertake case studies of National Society “Earned Income” activities (blood, hospitals, ambulances, real estate, commercial first aid). * Support for NSs to be provided by RM-related Communities of Practice. | 2012-13 |  |
| **2.4** Develop guidance and promote best practices to facilitate NS levering auxiliary to government status to realise own market potential | Secretariat International Relations Department NS Lead TBC | * Consultations underway on draft report on auxiliary status best practices. * Parliamentarian Guide finalized in Q4 2012. * Humanitarian Diplomacy training and guidance to be available to National Society leaders and key fundraisers. * Auxiliary workshop for African NSs conducted at 2012 Pan African Conference. * Support to be provided by Domestic Government CoP led by the Australian RC | 2012-13 |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **3.0 Learning Initiatives** | **Lead** | **Action** | **Timeline** | **Status Feb 2013** |
| **3.1** Create regular skills/info sharing mechanisms for staff, volunteer and leadership e.g. at global, regional, and income stream | Global Skillshare –British RC  APFN –Philippines RC  EFPG - Romanian RC | * British Red Cross hosted International Fundraising Skillshare event in London 5-7 September 2012; more than 100 participants from over 50 NSs. More information on sessions and presentations can be found on FedNet <https://fednet.ifrc.org/en/resources/HD/resource-mobilization-and-government-relations-rm/knowledge-sharing/skillshare-2012/>. * Asia Pacific Fundraisers Network meeting held in Bangkok 15-17 July 2012. 50 participants from 21 National Societies. APFN model to be replicated in other zones. <http://www.ifrc.org/en/get-involved/asia-pacific-fundraisers-network/> * European Funding Practitioners Group meeting held in Sofia 11-12 September 2012. 30 participants from 16 NSs. Next meeting Luxembourg 25-27 April. <https://fednet.ifrc.org/en/communities/communities-of-practice/Home/?clubId=42&c=&q>= | 2012-13 |  |
| **3.**2 Create and promote staff development and exchange opportunities within and outside the RCRC | Co-lead TBC | * Identify and offer development and exchange opportunities, to improve staff retention and ensure expertise is shared worldwide. * Mapping of all National Society fundraisers and their capabilities to be undertaken in each zone – to provide a basis for organization of exchanges and/or mentoring systems. | 2014 |  |
| **3.3** Establish senior global group of RM experts to coordinate implementation - Strategy Implementation Group | Co-Chairs:  Gwen Pang, Philippines RC and  USG Humanitarian Values and Diplomacy | * Strategy Implementation Group (SIG) established and first meeting held 14-15 February 2012, when SIG Terms of Reference agreed, co-chairs of SIG were identified to manage SIG business, and it was agreed to have regular meetings / telephone conferences. * Second meeting of SIG held 29-30 October 2012. * Need to revisit SIG purpose and link to SG Panel below. | 2012-13 |  |
| **3.4** Senior leadership mechanism established to help develop and sustain a culture of mutual accountability for results | Co-lead TBC | * Draft terms of reference for a National Society SGs Humanitarian Diplomacy panel completed. Need to review TOR and link to SIG above. * GSMT committed to have the FWRMS as a regular agenda item on SMT and GSMT agendas. | 2013 |  |
| **3.5** Enable peer or external reviews to support NSs maximising opportunities in own market | Secretariat – Strategic Partnerships Unit & NSKD  NS Lead TBC | * SPU is working in close collaboration with the NSKD Team and Zone offices to ensure resource mobilization capacity building efforts are increasing mainstreamed into global OD initiatives. This includes self-assessment mechanisms related to OCAC. | 2014 |  |
| **3.6** Develop a series of practical toolkits (e.g. stewardship, donor feedback analysis and assessment tools) | Secretariat Strategic Partnerships Unit  NS Lead TBC | * Training modules on how to develop a National Society fundraising strategy available on FedNet, also disseminated through Zone offices and OCAC process. Additional modules to be posted in 2013 including on government domestic funding <https://fednet.ifrc.org/en/resources/HD/resource-mobilization-and-government-relations-rm/knowledge-sharing/rm-training/>. * An RM toolkit containing numerous tools and strategies are available on FedNet <http://ifrc-rm-toolbox.wikispaces.com> which can be adapted and applied in a variety of markets. Complete integration of the RM toolkit into FedNet with search capabilities being delayed for 6 months due to ISD backlog. * Client Relationship Management system containing donor profiles, data on aid flows, guidelines for negotiating contracts being rolled out in 2013. | 2012-13 |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **4.0 Resources** | **Lead** | **Action** | **Timeline** | **Status Feb 2013** |
| **4.1** Conduct a feasibility study for RM investment funds and associated distribution mechanism | Secretariat Strategic Partnerships Unit | * Initial preliminary research on investment mechanisms conducted by FWRMS project team. * Discussions with NSKD led to decision that an RM Investment Fund would not be folded into Capacity Building Fund as CBF focusing on NSs with deep support needs and little or no RM capacities in place. RM Investment Fund can easily be set up by the secretariat as its own legal entity however NSs would need to provide initial funding. * Survey being sent to SIG members in Q1 2013 to assess appetite for funding this mechanism and inform decision on whether or not such a fund is deemed appropriate at this time. | 2012-13 |  |
| **4.2** Establish research function to identify and share best practice and market trends, donor needs, and benchmarks | Secretariat Strategic Partnerships Unit  NS CoP Leads | * RM Knowledge Sharing and Collaboration Officer appointed in SPU June 2012. * Initial data management protocols established. * Partner profiles for 35 countries established in 2012 to be updated on CRM system in 2013. * RM-related Communities of Practice to augment the central research function with income stream specific research. | 2012-13 |  |
| **4.3** Agree data needs, compile annual Federation-wide reporting and participate in INGO benchmarking | British RC and Secretariat Strategic Partnerships Unit | * SIG provided input into categories of resource mobilization information to be collected by National Society Databank. * INGO meeting took place in London 26-27 September, attended by SPU. * 4 National Societies entering into 2013 Benchmarking: Australia, Finland, Sweden and UK. 7 NS have confirmed participation to the 2013 Peer Review. | 2012-13 |  |
| **4.4** Create technology platform to enable global employee giving, customer donations and donor engagement through new technologies | Swiss RC and  Secretariat Strategic Partnerships Unit | * Technology platform for on-line giving established and integrated into IFRC website (www.ifrc.org.donate now). 12 National Societies have joined Ammado to date, our online global employee giving platform providing a ‘one RCRC experience’ to employees who want to donate to the RCRC in emergencies. * New relationship management system (CRM) being established to facilitate relationship management with partners for all levels of Secretariat, with National Societies to join platform in 2013. Successful “Proof of Concept” conducted in Q4 2012. “Go live” scheduled Q2 2013. | 2012-13 |  |
| **4.5** Identify and develop strategies to engage the top 25 global RCRC partners across income streams | Strategic Partnerships Unit /  Global RM Team | Assessment of potential partners with greatest potential to support RCRC done as part of Global RM Team Plan of Action, guiding current work with NS/governments, multilaterals/ EU, corporate partners.  **NS/Governments**   * Five multi-year landmark agreements signed in 2012 bringing over CHF 135 million to the RCRC:  Canadian RC 5 year agreement with CIDA for 100 million; Netherlands RC 4 year agreement with its govt for EURO 12 million; Norwegian RC 3 year agreement with govt on disaster preparedness and risk reduction for CHF 20 million; tripartite agreement between the Korean RC, govt, IFRC - operationalization of agreement currently underway; an MOU signed between IFRC and JICA providing a framework for RCRC and local JICA offices to work together directly at country level. Among the areas for potential cooperation are disaster response and risk reduction, IDRL, peace building, health and community care. * Work on strategic partnerships with Australian Red Cross, Gulf National Societies and Red Cross Society of China, with respective governments, initiated in 2012. * First ever Donor Advisory Group (DAG) established composed of representatives of 6 donor governments and member NSs who have contributed multilaterally to the IFRC Secretariat in excess of CHF 10 million annually for at least two consecutive years. Includes Sweden as chair, Japan, Canada, Norway, United Kingdom, EU, US. Mandate is to: (i) provide a forum for high-level strategic and policy dialogue on global issues that include both humanitarian and development assistance and donor trends; (ii) contribute to strengthening our partnerships, for the benefit of all DAG members and ultimately all member NSs; (iii) p*rovide high-level strategic* inputs to the IFRC as to how it can strengthen resource mobilization opportunities. First meeting took place in May 2012 where the ToR was agreed. Sweden elected as chair with next meeting scheduled Sept 2013   **Multilaterals/EU**  See 1.4. above.  **Corporate Partners**  There has been a steady increase in long term corporate partnerships providing flexible and predictable income including:   * Nestlé: food security and water and sanitation. New partnership to be negotiated in 2013 with a target of CHF 1’000’000 per year for 5 years. * Zurich Insurance Company/Zurich foundation: disaster risk reduction and DREF. New five year partnership signed in January 2013 with a contribution of CHF 2’000’000 for year one and an increase per year if partnership objectives are met. Total contribution over 5 years would be CHF 21’000’000. * The Coca-Cola Company: disaster management and communications. 3 year partnership (2011-2013) with funding facilitated directly to NS and an annual support to DREF of USD 1’000’000 over 3 years. * Land Rover: together with the British RC and support directly to selected NS. An annual contribution of about CHF 80’000 is allocated to the Secretariat. Annual funding targeted at GBP 1’000’000 per year. * International Federation of Automobiles (FIA**)**: new 3 year partnership being negotiated with focus on road safety. Funding objective CHF 1’000’000 per year. * Medtronic Foundation: DREF. CHF 500’000 over five years. * Eli Lilly: TB. New partnership until 2014, USD 1’000’000. * Airbus Foundation: air transport and training. 3 year agreement for in-kind donations of flights. | 2012-13 |  |