

RESOURCE MOBILIZATION POLICY

1. Introduction

Resource mobilization is the ability to acquire resources and mobilize people towards accomplishing its goals as defined by the IFRC Resource Mobilization Strategy. It works towards bringing cash, supporters, attention of the media, alliances with those in power, and redefining 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.

Some significant means of resource mobilization in MRCS are through membership fee, income generation activities, contributions in-kind, fundraising activities, programme funding, government grant and income from assets and reserves.

Currently, the only guidance available on Fundraising is contained in the MRCS Constitution (Corporation Rules 2001) which provides board directives in Part XI, Finance and Property, cited in Rule 59-64 under the headings of Vesting in Property, Use of Property, Use of Funds, Donations, Ways to Raise Funds, Restrictions on Fundraising, Trustees Indemnity and Bank Account.

2. Purpose

The Policy is to provide guidance for effective resource mobilization efforts and initiatives thereby ensuring to do more, do better and reaching out further to vulnerable groups in tandem with the strategic aims of the MRCS Strategy 2020 and that of the IFRC Strategy 2020.

3. Scope

This Policy addresses general responsibilities in resource mobilization and fundraising activities of the MRCS at all levels. It also provides fundraising policy and ethics relating to the use of, and accountability of funds to support the Society in carrying out its humanitarian services and improving the lives of vulnerable communities.

4. Basic Principles

This Policy is guided by the seven Fundamental Principles of Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality; and the MRCS Constitution.

5. Objectives

Policies, guidelines and frameworks are established to enable and enhance the provision of MRCS services to the most vulnerable. The Resource Mobilization Policy aims:

- To seek sustainable resources to help the vulnerable people
- To maintain ethics in fundraising and revenue generation
- To ensure accountability to both clients and donors
- To improve overall quality, operational efficiency and programme effectiveness
- To encourage innovation and creativity in organizing and managing fundraising and revenue generation.

6. Policy Statements

6.1 Roles and Responsibilities of MRCS in Resource Mobilization

6.1.1 Senior Leadership Involvement

It is pertinent that senior leadership of MRCS including the National Chairman and National Executive Board Members, the Secretary General and senior management support Resource Mobilization and provide commitment:

- To work closely with the Red Cross and Red Crescent Movement partners to engage existing and new donors
- To explore innovative ways to ensure investments in high payoff resource mobilization areas and secure long-term returns
- To engage in high level policy dialogue with Government donors and working in partnership with others to maximize funding opportunities
- To undertake robust analysis of current performance and committing to deliver growth in key income streams
- To contribute knowledge and expertise in support of themselves and others through peer-to-peer support through communities of practice and reference groups.

6.1.2 Resource Mobilization Committee and Staff Capacity

A Resource Mobilization Committee or similar support group of active dependable influential volunteers and members be established to maximize the skills of both volunteers and staff, and to assist in taking on different functions such as, planning, marketing, fundraising, public relations and others to support resource mobilization efforts.

Since Branches and Chapters independently fundraise and manage their resources, similar Committee should be established at Branch level, valuable to support their own fundraising activities.

Acknowledging the responsibility of everyone in resource mobilization to be aware of, to assist and to participate in fundraising activities, the leadership must be committed to have a strong team or at least one person dedicated and responsible for the coordination of resource mobilization and to carry out specific functions at all levels

6.1.3 Development of Resource Mobilization

The effectiveness of existing resource mobilization sources and avenues to be revisited, with the option of engaging in market research to conduct assessments to consolidate needs and to develop a comprehensive resource mobilization strategy.

The National Headquarters shall support Branches by facilitating skills and capacity development through peer-to-peer support and trainings necessary to develop and carry out resource mobilization activities by linking with the Asia Pacific Fundraisers Network (APFN) to bring in professional guidance and expertise.

The National Headquarters to get into dialogues with external parties at country, regional and in some cases international levels to open up partnership opportunities for the Society at all levels.

6.1.4 Networking with Movement Components

The MRCS encourages networking with the International Federation of Red Cross and Red Crescent Societies and other Movement components build global partnerships and maximize multi-lateral cooperation in resource mobilization.

6.1.5 Branding Initiatives

The Red Cross and Red Crescent brand in itself is a strong selling point for resource mobilization efforts. MRCS must be committed to reinforce its branding value when working with potential partners to ensure that they do not breach or violate the branding policy and guidelines of the International Red Cross and Red Crescent Movement.

6.1.6 Leveraging on Red Cross/Red Crescent Laws

The MRCS at all levels should use the Red Cross/Red Crescent Laws to tap into Government funding by initiating dialogues with relevant Government authorities and agencies to garner support.

6.2 Fundraising Principles and Ethics

As a responsible component of the International Red Cross and Red Crescent Movement, MRCS shall ensure that:

- Fundraisers shall always act with fairness and integrity.
- 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 do not exploit their position for personal gain. They shall only accept compensation by salary or set fee.
- Fundraisers adhere to the Red Cross and Red Crescent Movement Donor's Bill of Rights, acknowledging that donors have the right to obtain complete and timely information on how their funds are used.
- All funds raised will be used for the purpose for which they were raised, and within a reasonable time frame.

- 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.
- A recognized accounting method be used to track and control donations. Accurate and timely reports shall be made available to the public including the amounts raised, how it was spent, and the nett proportion used for the purpose or cause.

These principles and ethics are applicable throughout the MRCS, to all individual who raise funds from private, corporate, public or other sources. Those who are employed as fundraisers are encouraged to sign the Code of Ethics and register with the MRCS Secretariat.

7. Approval/Revision/Implementation of the Policy

The National Executive Board of the Malaysian Red Crescent Society approves this Policy and its implementation. It shall be reviewed every five years by the Secretary General.

The Resource Mobilization Committee and the Secretary General, supported by the Resource Mobilization Department are responsible for the implementation, monitoring and review of this Policy.