

## CHAPTER 13

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# VOLUNTEERS: THE SINE QUA NON

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## LEARNING TO...

## OBJECTIVES

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- IMPLEMENT AN EFFECTIVE VOLUNTEER PROGRAM FOR YOUR NATIONAL SOCIETY.
- IDENTIFY IMPORTANT WAYS VOLUNTEERS SUPPORT NATIONAL SOCIETIES.
- FIND THE RIGHT VOLUNTEERS THE NATIONAL SOCIETY NEEDS.
- COORDINATE, TRAIN, SUPPORT, AND COMMUNICATE WITH VOLUNTEERS SO THEY CAN WORK EFFECTIVELY.
- RECOGNIZE AND REWARD VOLUNTEERS FOR THEIR WORK SO THEY WILL CONTINUE VOLUNTEERING.

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## 1. INTRODUCTION

**Volunteers are the "sine qua non" of the Movement. They are the essential and indispensable component of our work that we cannot do without.**

Volunteers are individuals who reach out beyond the confines of their paid employment and their normal responsibilities to contribute in different ways without expectation of profit or reward, in the belief that their activity is beneficial to the community as well as satisfying to themselves. The Red Cross and Red Crescent Movement is fortunate in attracting many thousands of volunteers who devote an enormous amount of time and effort to make the Movement as successful as it is.



Please refer to the **Code of Ethics and Fundamentals of Voluntary Service** for general information on volunteer programmes. The focus of this chapter is not to discuss the broader issue of volunteers in National Societies, but rather the role of volunteers as leaders and workers in resource development.

### **The Importance of Volunteers**

Volunteers are an extremely important resource in any non-profit organization. For many of the fundraising activities outlined in this handbook, for example, it is the voluntary effort that makes them successful. Indeed, many fundraising activities simply would not take place or be cost-effective without volunteers.

**Volunteers are important because they:**

- **Add unique value to the movement with their ideas and suggestions.**
- **Are motivated to work for social change and as an expression of solidarity.**
- **Contribute time and effort to help achieve National Society objectives.**
- **Save National Society resources and keep overhead costs low.**
- **Increase the network for fundraising and service through their families, friends, associates.**

### **Implementing a Volunteer Program**

Most societies have traditions of helping others, such as family, neighbours, and those affected by sickness, poverty or disaster. Developing a strong volunteer program for your National Society is a natural extension of this willingness to volunteer to help others.



**It is important to secure the strong endorsement and active assistance of the leadership of the National Society in planning the volunteer program.** Red Cross or Red Crescent authorities at the governance level should identify what work can be done by volunteers and what work needs to be done by paid staff. The issue should also be discussed with human resource managers.

National Societies can use the reputation of the Movement to help them build a good volunteer base. Committed and reliable volunteers do not happen accidentally. Time and effort must be put into building up and maintaining an effective volunteer team. When a volunteer program is large enough, you may want to have a staff member fully dedicated to coordinating the program.



The following sections present the most important steps to implement a volunteer program. You will need to make appropriate changes and additions to adapt the approach to your particular setting. Just keep in mind that volunteers are the driving force behind the Movement and that volunteers can do almost everything that needs to be done!

Here are some common reasons why people volunteer:

- They care about an issue;
- They believe in the organisation;
- They care about the community;
- They want to build personal relationships;
- They want to develop their skills and expertise;
- They want to make a difference;
- They seek an opportunity for recognition;
- They were asked!

When recruiting volunteers, start by determining what types of volunteers your Society needs. Then, create a "job description" so that both the National Society and the volunteer have a clear understanding of the duties. When recruiting for leadership positions, approach people who are both competent and influential in your community. You may need volunteers with practical skills, such as accountants, to help you with technical matters such as the tax deductibility of gifts.

You can begin by looking at what volunteers can do for the National Society and how you can identify appropriate challenges for them.

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## 2. OPPORTUNITIES FOR VOLUNTEERS

Because executive staff and fundraisers tend to have a lot of direct contact with the public, they are often the first to be in contact with people interested in volunteering. It is important, therefore, that they are aware of all the current and potential volunteer opportunities offered by the National Society, so that they can point people in the direction that best suits their skills and interests.

Within the National Society there are many types of work that volunteers can do and many roles that they can fulfil. National Societies must make the best possible use of volunteers and one way of doing this is to ensure that individual skills and talents are fully used.

The first step is to encourage those involved to identify the work they want to be done by volunteers. Compile a comprehensive list of needs. Do not be restrictive in the way volunteers are employed. Remember that any task that needs doing can be done by a volunteer if the right person can be found. Examples of activities volunteers often undertake include:

- **Serving on one of the Society's resource Development committees** to help plan and implement the overall strategy of resource development and specific fundraising activities. (See **Chapter 3** for more information on national, branch, district and specialist **resource development committees**.)
- **Managing and coordinating an event or activity** such as managing a shop coordinating a street collection, organizing distribution of supplies, or chairing the committee for a special event.
- **Speaking** on behalf of the National Society to local groups, schools or religious communities.
- **Acting as a contact person or giving an introduction** to a corporation, foundation or other funding agency.
- **Selling** lottery tickets, used goods, flags or buttons in the street or other locations.
- **Helping at special events** including overall coordination, physical arrangements, entertainment, food, invitations, publicity, and clean up.
- **Approaching individuals about major gifts and planned giving.**
- **Drafting** appeal letters, proposals for grants, leaflets and letters to the media.
- **Designing** posters and leaflets or preparing advertisements and notices.

**What help do we  
need?**



- **Accounting, bookkeeping or auditing** for the National Society.
- **Providing legal advice** on issues such as gaming and licensing laws or what non-profit organizations may or may not sell.
- **Conducting market research** for donor development or a sales project.
- **Administrative and secretarial tasks** such as maintaining a donor or volunteer database, performing general office duties, and sending invitations for a special event and recording the replies.

These are only suggestions. After the initial development of the list, the process becomes ongoing with regular updating as needed. You and your colleagues will be able to identify some tasks which are really urgent for your National Society and some which would be nice to have done. Include both categories in your final selection to give volunteers ample choice. Group similar needs together and simplify your final list.

Once you have your list of work to be offered to volunteers, you can turn to the next step of recruitment.

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### 3. RECRUITMENT OF VOLUNTEERS

**Recruitment of volunteers is an ongoing process.** There will always be many roles for volunteers within a National Society and it is important to be open to new people with fresh ideas.

There are five main steps in recruiting volunteers:

- Establishing the terms and conditions for volunteers;
- Establishing the process to recruit and place volunteers;
- Recruiting volunteers;
- Selecting volunteers;
- Placing volunteers.

#### **Establishing the Terms and Conditions for Volunteers**

**It is much easier to establish the terms and conditions for volunteers in advance and make sure they are applied fairly to everyone than to have to make decisions as you go along.** This process also helps avoid potential conflicts later on. Be sure to involve the senior staff and executive board of the National Society.

**WE HAVE****WE NEED**

When working out the terms and conditions for volunteers, remember to include:

- A statement about how they are seen within the National Society, making clear that their roles are valued and that they have a status as important as staff members;
- The policy on payment of expenses, if any;
- What management and support they can expect;
- What training will be given;
- Details of what is expected of them (Will they be expected to attend an initial training course? Will they have to have a medical examination? Do volunteers serve an initial trial period?);
- The equal opportunities statement of the National Society.

The general terms and conditions should be supplemented with a specific job or task description which includes any special conditions or requirements.

### **Establishing the Process to Recruit and Place Volunteers**

It is important to get broad agreement by volunteer leaders and staff on the process to attract and select volunteers. Most of the management, training, support and recognition of volunteers will come from other volunteers and staff, so their "buy-in" is essential for a successful volunteer program.

Volunteers are especially vital in a resource development programme where there are many things to do and few paid staff to do them. Since the Resource Development Unit has a special interest in the performance and wellbeing of its volunteers, it will want to give extra attention to recruiting, managing, supporting and recognising them.

The process should be developed, agreed to and written down.

### **Recruiting Volunteers**

To develop a broad based volunteer program with many types of tasks being done, it is important to advertise quite widely that the National Society needs volunteers. The most successful appeals for volunteers are those that ask for people to do specific tasks rather than general appeals for help. If the recruitment campaign is aimed at filling specific roles, it is possible to target those sectors of the population that are most likely to be able to fill those roles.



There are many methods of recruiting volunteers. Here are some ideas:

#### ■ **Personal, Targeted Recruiting**

Decide on the skills you need, then identify prospective volunteers using your own network of family, friends, colleagues and business contacts. Recruit suggested candidates personally and directly.

#### ■ **Poster Campaign**

Remember to make the poster design appropriate for the type of volunteers you need. Target locations for the volunteers you want. Some possible places are

- Office bulletin boards;
- Waiting areas where people wait to see a doctor or watch a film;
- Public notice boards including those in places of worship, universities, factories, libraries and other public buildings.

#### ■ **Leaflet Campaigns**

Leaflets can be put on notice boards like posters, but they can also be left at people's houses, in stores, on parked cars, given out in the street, given to school children to take home, put in people's wage packets, and left at libraries.

#### ■ **Recruiting at Events**

Have a display showing what fundraising volunteers do in your National Society. Provide a person to answer questions and take names and addresses.

#### ■ **Exhibits**

A display similar to that used at an event can be placed in a shop window, at a library or in other public places. The exhibit should include leaflets and there should be an opportunity to record names and addresses.

#### ■ **Mobile Recruitment Vehicle**

Decorate a van, bus or car with posters. Take it to car parks, theatres, hospitals and universities or drive it on busy streets.

#### ■ **Open House**

Invite the public to see some part of the National Society in action. Offer information about volunteering. Provide refreshments, and have volunteers speak about what they do for the National Society.

### ■ Existing Volunteers

Ask existing volunteers to do something else. They may be very interested in new assignments. A fundraising opportunity may provide an appropriate change of pace for the right volunteer. For example, rescue service volunteers are well organised and able to collect money efficiently. Why not ask them?

## Selecting Volunteers

The selection process is the means by which National Societies can assess the suitability of potential volunteers. Potential volunteers can also judge whether they will be happy working for the National Society as volunteers. The process should also help to show the most appropriate role for individual volunteers.

The process should be kept as simple and informal as possible. It should not be lengthy or candidates may lose interest or get the impression that the National Society is inefficient. It is important, however, that the staff or volunteer who will be supervising the particular volunteer(s) be involved in the selection process.

- Consider the following steps for the volunteer selection process:
- Ask potential volunteers to fill in an application form.
- Meet the candidates and hold informal interviews.
- Check references (if they have been requested).
- Decide if candidates are suitable or not and what role successful applicants will be asked to fulfil.

For the more routine positions, the selection process should be relatively simple. For specialized positions, however, it is important to be sure that volunteer candidates have the needed skills and interests.

### ■ The Application Form

It is a good idea to ask all candidates to fill in an application form as a first step. The purposes of the application form are:

- To give volunteers a chance to state their interests, skills and commitment;
- To provide a record of information needed by the National Society (such as name and address, a contact in case of emergency, any relevant health considerations, and times when the volunteer will be available to help);
- To record the candidate's permission for the National Society to approach those named as referees.



### ■ **The Informal Meeting or Interview**

This is an important part of the recruitment process for both parties. The informal meeting or interview gives an opportunity both for questions to be asked and answered and for personal impressions to be made.

Decide on the best place to hold the interview. Likely options will be the National Society office, your home or the home of the volunteer. It should be held somewhere comfortable, private and where you will be free from interruption. Agree on a mutually convenient time and date and be clear about how long the meeting will take. It is a good idea to have a third person present- ideally a volunteer who can answer questions and has first-hand knowledge of volunteering for the National Society. For volunteers for more routine tasks, a group interview could be conducted.

When conducting the interview, remember:

- Create an informal atmosphere. Use comfortable chairs, provide refreshments.
- Use open-ended questions beginning with why, what or how?
- Listen more than you talk.
- Show interest in the volunteer's skills, experience, interests, job preferences, expectations, commitment, involvement, and views about fundraising.
- Be clear about what you are asking the volunteer to do.
- Talk about the cause of the Red Cross and Red Crescent Movement as well as about the tasks that need to be done.

At the end of the meeting, tell the candidate what will happen next and approximately how long it will take.

### ■ **References**

Asking volunteers for references can be controversial but non-profit organizations are increasingly doing this, especially if the volunteer will be handling money or given roles that carry considerable responsibility.

If references are requested, you may need to give suggestions as to what sort of people are suitable. These will usually be teachers, youth leaders, employers or religious leaders. Close relatives of the candidate and people under a certain age (say 18 years) should not be used as references. Youth volunteers, however, should provide a statement of parental permission.

## Placing Volunteers

Once you have decided to accept a volunteer, the next step is to agree on the particular task or role he or she will fulfil.

Volunteers are usually in short supply and there is a wide variety of tasks that can be done so a place should be found for most candidates. There are occasions, however, when volunteers do have to be turned down, either because their honesty and integrity is in doubt or because they would not fit in with the rest of the team. When this happens it is important to be polite and tactful but firm.

You should inform a volunteer applicant as soon as possible of your decision.

It is important that there is one particular person to whom the volunteers will relate and who will manage and support them. In larger volunteer programs, the staff Volunteer Coordinator will ensure that volunteers are welcomed and informed about the National Society as well as their particular tasks. In smaller programs, this responsibility should be assigned to staff person already in the Resource Development Department or Personnel Department or to a volunteer already well versed about the Society's activity and ready to assume a leadership responsibility.

Sadly, too high a proportion of new volunteers drop out after a few months. Efforts must be made to ensure that new faces are welcomed and helped to settle in easily. Introduce them to others. Consider producing a Welcome Pack for volunteers which can be given to them as part of the placement process. This can include things such as:

- A letter of welcome from the Secretary General or an appropriate senior person;
- A leaflet explaining the aims of the Red Cross and Red Crescent Movement and some examples of the type of work being done by the National Society;
- An explanation of the organizational structure of the National Society and details of the key people who are involved;
- Any appropriate newsletters or magazines which are produced;
- Details of conferences, training seminars or social events which volunteers can attend;
- A copy of the terms and conditions for volunteers.

**Most important of all: make volunteers feel welcome and Useful!**

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## 4. SUPPORTING VOLUNTEERS

**If volunteers are to reach their full potential for the National Society, they must be well managed and well supported.** In order for this to happen effectively, volunteers must be assigned to a Volunteer Coordinator who takes general responsibility for all volunteers. The Coordinator could easily be a volunteer. This person must ensure that each volunteer is kept well informed about the National Society as a whole, as well as being given clear information about the specific tasks they have undertaken.

In addition, there will be the immediate supervisor of the volunteer who will be responsible to give direction and support to the volunteer. In some settings, the Volunteer Coordinator and immediate supervisor are the same person.

After a period of time the Volunteer Coordinator should check that things are going well. Sometimes this is formalized by asking the volunteer to work a trial period. Remember, a trial period is a trial for both sides. At the end of it, both the volunteer and the manager should be given an opportunity to comment on how things are going. Volunteers are a precious resource, so it is important to ensure that they are happy and that their talents are fully utilized.

The basics of good volunteer management are essentially the same as good staff management. They entail the following:

- Ensuring that throughout their involvement each volunteer is helped to feel **part of the team**. This means that volunteers need to be well informed about the National Society and how it works.
- Making sure all volunteers know exactly **what is involved** in each task they are expected to perform and ensuring that tasks are reviewed regularly.  
When appropriate, establish longer term objectives and carry out more detailed performance appraisals.
- Giving volunteers the **necessary resources** to enable them to do their work effectively. This includes giving support where necessary and providing opportunities for training.
- Facilitating **good communications** so that all volunteers are kept up to date and are well informed about the work of the Movement and the operations of the National Society. Volunteers need to know what others are doing and need to understand how their own tasks fit into the whole picture.
- **Consulting** volunteers whenever it is appropriate to do so. Always make enquiries if a volunteer does not turn up when expected.
- **Thanking and rewarding** volunteers so that they know their contributions are valued.



Some of the most common reasons volunteers lose interest are:

- They were assigned unrealistic goals.
- Their responsibilities were never specified in sufficient detail.
- Their efforts have not been recognized.
- They did not feel they were making a difference.
- They were not given feedback.
- They were not given opportunities to participate in decision making.
- Their volunteer work was not challenging.
- They did not receive the preparation or training they needed.
- Their efforts were not supported.

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## 5. TRAINING FOR VOLUNTEERS

**Training can keep volunteers well informed about the Work of the National Society. It should also provide Them with the knowledge and skills necessary to perform Certain tasks and motivate them to play an important part In the work of the National Society.**

Training can be given on the job or in the form of training sessions or courses that the volunteers attend. Types of training to consider include:

- An induction course at which all new volunteers are informed about the Red Cross and Red Crescent Movement and the National Society.
- An annual volunteers' retreat for training, motivating, team building, and evaluating.
- Training of individuals in particular skills they may need to undertake certain tasks (e.g., various fundraising techniques, basic word processing computer skills, telephone skills, public speaking, writing press releases, basic bookkeeping skills).

Training sessions and workshops can also be built into conferences and seminars so that volunteer development is an ongoing process. Remember that, as well as improving skills and knowledge, most training has the added value of giving volunteers an opportunity to meet others and exchange ideas and information and become more dedicated to helping the National Society.



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## 6. COMMUNICATIONS WITH VOLUNTEERS

**Good communication is one of the essential elements of Building an effective volunteer team.** It can often be difficult to achieve, however, because volunteers often work part-time and so miss news that is given when they are not there and because volunteers tend to fall outside official communications structures such as staff meetings.

The managers, other staff members and other volunteers must communicate with the volunteers. The volunteers need to be informed about the Movement, the National Society's structure and projects, future plans and events, and progress that is being made. It is particularly important that volunteers understand how their own role or task fits into the work of the National Society.

Some ways of establishing good communications with volunteers include:

- Spend time with volunteers planning the projects that involve them. Involve them in planning and decision-making and show them that their opinions are valued.
- Keep volunteers informed about the progress and achievements of the National Society and make sure they understand the role they have played in making these achievements possible. Offer volunteers the chance to visit some of the projects and see first hand the benefits they bring.
- Provide opportunities for volunteers to meet with other staff and volunteers to exchange information and gain mutual support. Set dates for regular meetings to review how things are going. Include volunteers in regular staff meetings.
- Arrange an annual Volunteers' Conference and occasional seminars. (A good volunteer project!) Invite those who have first-hand experience with . projects to come and speak to volunteers.
- Produce a regular newsletter for volunteers. (Another task for a volunteer!) Keep a volunteers' message book or provide a notice board for volunteers' messages.
- Arrange occasional social events for volunteers.
- Schedule repetitive work for a group to make it more fun.
- Put aside some time each week to speak to volunteers and check regularly that they feel welcome and valued.
- Give volunteers opportunities to express opinions about the National Society.

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## 7. RECOGNIZING VOLUNTEERS

**Volunteers are an essential resource of a National Society. Because of their time and efforts, work can be Accomplished that a small paid staff could never do. This Important work should be recognised, publicised and Rewarded. In addition to the communications discussed Above, there are numerous ways to recognize volunteers:**

- Send welcome letters to all new volunteers.
- Frequently say **thank you**, both formally and informally, for the time and effort volunteers give. This may be done in person, by telephone, by letter, in private or in front of others. This is fundamental, easy to do, and it works. Volunteers deserve to know that their work is appreciated and not taken for granted.
- Mark key points in volunteers' service, such as 1, 5, or 10 years, when they take on a key position, or when they retire. This might be done by awarding a certificate or badge, holding a celebratory party or dinner, putting an article in a National Society publication, or sending a letter from the Secretary General.
- Show care and support when a volunteer is ill or going through a difficult time.
- Ensure that volunteers enjoy their work. Check regularly that volunteers feel welcome and valued by both the branch and the National Society.
- Hold a celebration perhaps once a year - a party or conference recognizing the work of volunteers. Provide buttons, badges or insignia for volunteers to wear.
- Acknowledge volunteers' birthdays and other important anniversaries.
- Make contributions to the Red Cross or Red Crescent "in honour of" individual volunteers or volunteer groups. Encourage others to do the same and publicize it.

Volunteers are extremely valuable to a National Society and they deserve to be rewarded in appropriate ways for their contributions. For most volunteers, continued participation and commitment depends on how valued they perceive their contribution to be.

Some non-profit organizations use the term "psychological pay" to describe the rewards usually given to volunteers (although, of course, paid staff also need some "psychological rewards" as well as their salaries).



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## 8. RESPONSIBILITIES OF VOLUNTEERS

All volunteers have responsibilities to the Red Cross or Red Crescent National Society in which they have chosen to work and to those they assist. The responsibilities, taken from the **Code of Ethics and Fundamentals of Voluntary Service**, are outlined here to facilitate understanding by both volunteers and staff. The following is addressed to volunteers.

■ **As a Red Cross and Red Crescent Volunteer, you are bound:**

- To act in accordance with the Fundamental Principles of the International Red Cross and Red Crescent Movement and promote their dissemination.
- To respect the Regulations on the use of the emblem and to prevent its misuse.
- To strive and work for the highest standards of service.
- To fulfil duties without discrimination of nationality, race, sex, political views or religious belief.
- To respect the confidentiality of those you assist.
- To promote mutual understanding.
- To respond to the needs of others in a humanitarian and compassionate way.

In addition, the following are important guidelines:

- Remember that when you are working for the Red Cross or Red Crescent you are representing the Movement and its ideals.
- Familiarise yourself with the Code of Ethics, the Fundamental Principles and with the Red Cross and Red Crescent philosophy of Voluntary Service, the Four Geneva Conventions and the two additional Protocols.
- Be attentive to the needs of others, at all times.
- If in doubt, seek advice on Red Cross or Red Crescent matters from your National Society before making any decision.
- Help others to help themselves.
- Be ready to assume responsibilities and try to be accessible.
- Seek to serve at the level of your capacity, but be flexible and persevering in undertaking your task.
- Be able to provide feedback and evaluation of the task undertaken.
- Seek to strengthen your National Society by being fully informed of its goals, objectives and policies.

- Establish a positive working relationship with your co-volunteers by improving communication and being aware of the importance of interaction.
- **What a Red Cross or Red Crescent Volunteer must not do:**
- Commit resources of the Red Cross or Red Crescent Societies without prior mandate.
- Misuse your Red Cross or Red Crescent position for personal advantage.
- Take advantage of your status to perform private transactions or sales from which a profit can be derived for yourself or for a third party.



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## CONCLUSIONS...

## SUMMARY

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- VOLUNTEERS ARE AN EXTREMELY VALUABLE RESOURCE FOR NATIONAL SOCIETIES.
- CREATIVITY IN IDENTIFYING TASKS FOR VOLUNTEERS CAN PAY VERY LARGE RETURNS.
- A PROGRAM TO RECRUIT VOLUNTEERS MUST HAVE STRONG BOARD AND STAFF SUPPORT.
- VOLUNTEERS NEED SUPPORT, TRAINING, AND INFORMATION TO DO THEIR WORK WELL.
- RECOGNITION OF VOLUNTEERS IS THE "PAY" THAT KEEPS THEM INVOLVED.

## RESOURCE MATERIALS

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We have done our best to provide you with some reference materials, but given the extensive number of books, articles, tapes and videos available covering many aspects of resource development, the list must necessarily be selective. One publication will often lead you to another. We indicate when the material is available in languages other than English.

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### 1. VARIOUS PUBLICATIONS

#### **From the International Federation of Red Cross and Red Crescent Societies**

##### **Characteristics of a Well-Functioning National Society,**

Geneva: International Federation of Red Cross and Red Crescent Societies, 1994, 6 p.

Also available in Spanish, French and Arabic.

##### **Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations in Disaster Relief,**

Geneva: International Federation of Red Cross and Red Crescent Societies, undated, 15 p.

Also available in Spanish, French and Arabic.

##### **Code of Ethics and Fundamentals of Voluntary Service,**

Geneva: International Federation of Red Cross and Red Crescent Societies, 1993, 25 p.

Also available in Spanish, French and Arabic.

##### **Improving the Situation of the Most Vulnerable: Strategic Work Plan for the Nineties,**

Geneva: International Federation of Red Cross and Red Crescent Societies, 1993, 43 p.

Also available in Spanish, French and Arabic.

##### **Institutional Development Handbook: The Methodology,**

Geneva: International Federation of Red Cross and Red Crescent Societies, 1994, 88 p.

Also available in Spanish, French and Arabic.

##### **Principles and Rules for Red Cross and Red Crescent Development Cooperation and Rules for the Development Fund of the League of Red Cross and Red Crescent Societies,**

International Federation of Red Cross and Red Crescent Societies, 1989, 15 p.

Also available in Spanish, French and Arabic.



**Projects: How to Plan and Manage**, Guidelines established by the Secretary General, Geneva: International Federation of Red Cross and Red Crescent Societies, 1993, 38 p. Also available in Spanish, French and Arabic.

**Protecting Human Life and Dignity Worldwide: A Guide for Red Cross and Red Crescent Communicators**, Geneva: International Federation of Red Cross and Red Crescent Societies, 1992, 219 p. Also available in French and Polish.

### **From other Sources in the Red Cross and Red Crescent Movement**

**Fundraising: A Handbook of Helpful Hints and Ideas for Red Cross Units**, Australian Red Cross, Melbourne: Australian Red Cross, Victorian Division, 65 p. Guide to raising money through special events. National Societies wanting a copy free of charge may contact the Australian Red Cross Information Center.

**Guide for Fundraising - Guia para Recaudacion de Fondos**, Oscar Alfonso Zuluaga A., Colombian Red Cross, 1994, 42 p. Only available in Spanish. A guide to basic principles of fundraising and description of some specific techniques.

**Manual for Financial Development: Fund Raising Made Easy**, American Red Cross, Washington DC: American Red Cross, 2 vols., 1991, 760 p. A comprehensive manual designed to assist American Red Cross chapters. Covers a broad range of subjects related to financial development.

**Red Cross Appeal Guide**, New Zealand Red Cross Society, Wellington: New Zealand Red Cross, 1992, 19 p. Published for New Zealand Red Cross Appeal Organizers and Area Leaders. How to organize, recruit volunteers and conduct the annual house-to-house Appeal - New Zealand Red Cross's biggest single fundraiser. National Societies may request one copy free of charge.

**Red Cross Calling Guidance Notes**, Australian Red Cross, Melbourne: Australian Red Cross, Victorian Division, 15 p. Aid to organizing and conducting annual Red Cross collection, Victorian Division. National Societies wanting a free copy may contact the Australian Red Cross Information Center.

**Strengthening Financial Management - A Manual for National Societies**, Malka Dharmaratne, Geneva: HDI Studies on Development, No. 5, 1990, 147 p.

Also available in French.

Designed for officers who have ultimate responsibility for the financial management of a National Society.

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## 2. DIRECTORIES

You may well have directories available for your country which list and describe the activities of grant-making foundations and trusts, leading national and international corporations, the larger international organizations and NGOs, wealthy individuals, and government agencies which award grants or contracts. Here are some examples:

**America's New Foundations. US.** ISSN 1048-4965

Annual. US\$137.

Taft Group, 12300 Twinbrook PKwy, Ste.520, Rockville,  
MD 20852.

Tel. 301-816-0210. Fax 301-816-0811.

Lists more than 3,300 new private community and corporate foundations.

**Canadian Directory to Foundations. CN.**

(Formerly Canadian Index to Foundation Grants)

Biennial. CN\$250.

Canadian Center for Philanthropy, 1329 Bay St. Ste, 200,  
Toronto, Ontario M5R2C4.

Tel. 416-515-0764.

Lists addresses and contact persons of Canadian foundations, a description of what the foundation supports, its current officers and directors, names and addresses of recipients, the dollar range of grants and how-to information on researching and writing.

**Corporate 500: The Directory of Corporate Philanthropy.**

US. ISSN 0197-937X

Annual. US\$135.

Public Management Institute, 358 Brannan St., San  
Francisco, CA 94017.

Directory of corporate philanthropic programs, with profiles and indices.



**Directory of grant-making trusts. UK.** ISSN 0070-5624  
Biennial. f49.

Charities Aid Foundations, 48 Pembury Road, Tonbridge, Kent.  
Lists 2,500 grant-making bodies to whom charitable organizations  
may apply for funds.

**The Foundation Directory. 12th Edition. US.**

ISSN 0071-8092

The Foundation Center, New York, 1989, 1235 p.

Provides more than 6,000 private and grant-making foundations in  
the US.

**Foundation Grants Quarterly. US.**

US\$85.

Foundation Center, 79 Fifth Ave, New York, NY 10003.

Tel. 212-20-4230. Fax 212-807-3677.

Presents information on over 5,000 recently awarded grants, updated  
information on foundations and listings of new foundation  
publications.

**Fundraiser's Guide to Human Service Funding. US.**

Annual. US\$99 per year. Taft group, 12300 Twinbrook PKwy,  
Ste.520, Rockville, MD 20852.

Tel. 301-816-0210. Fax 301-816-0811.

Subscribe to Gale Research Inc., Box 33477, Detroit, MI. Profiles  
more than 1,000 of the largest corporate and foundation supporters  
of human service organizations.

**Guide to Private Fortunes. US.**

Annual.

Subscribe to Taft Group. 12300 Twinbrook PKwy, Ste.520,  
Rockville, MD 20852.

Tel. 301-816-0210. Fax 301-816-0811.

Lists philanthropic wealthy Americans!

**Hollis Sponsorship & Donations Yearbook. UK.**

Annual. f55 for not-for-profit organizations.

Subscribe to Hollis Directories Ltd, Freepost (RC 465), Sunbury-on-  
Thames, Middlesex, TW165BR.

Tel. 1932-784-781. Fax 1932-787-844.

Guide to British companies that provide sponsorships to non-profit  
organizations.

**International Guide to Funders Interested in Central and Eastern Europe. BE.**

European Foundation Centre (EFC), 1993, 194 p.

EFC, 51, rue de la Concorde, 1050 Brussels, Belgium.

Tel. 32-2-512-8938. Fax 32-2-512-3265.

Subscribe to EFC, Orpheus Programme Publication, Brussels.

Seventy-five profiles of foundation, corporate community investment programmes, and European institution programmes with interests in Central and Eastern Europe, the Newly Independent States and the Baltic States.

**Major Donors. US.**

Taft group, 12300 Twinbrook PKwy, Ste.520, Rockville, MD 20852.

Tel. 301-816-0210. Fax 301-816-0811.

Subscribe to Gale Research Inc., Box 33477, Detroit, MI.

Helps fundraisers identify donors who give to organizations similar to their own.

**Selected Bibliography on Foundations and Corporate Funders in Europe. BE.**

US\$32.

European Foundation Center (EFC), 1994, 69 p.

EFC, 51, rue de la Concorde, 1050 Brussels, Belgium.

Tel. 32-2-512-8938. Fax 32-2-512-3265.

Subscribe to EFC, Orpheus Programme Publication, Brussels.

An annotated bibliography of regional, national and European-level funding directories.

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### 3. How To...

**The Complete Fundraising Handbook**, Sam Clarke, Great Britain: Directory of Social Change, 1993, 256 p.

**Filthy Rich & Other Nonprofit Fantasies: Changing the Way Nonprofits Do Business in the 90's**, Richard Steckel, Berkeley: Ten Speed Press, 1989, 223 p.

**The Grass Roots Fundraising Book: How to Raise Money in Your Community**, Joan Flanagan, Chicago: Contemporary Books, 1992, 336 p.

**Money that Matters: An Introduction to Fundraising in South Africa**, David L. Cuthbert, Pretoria: J.P. van der Walt and Son Ltd, 1992, 163 p.



**Towards Greater Financial Autonomy: A Manual on Financing Strategies and Techniques for Development NGOs and Community Organizations**, Fernand Vincent and Piers Campbell, 1989, Geneva: IRED, 1989, 262 p. Also available in Spanish and French.

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## 4. PERIODICALS

**Chronicle of Philanthropy. US.** ISSN 1040-676X

Bi-weekly. US\$67.50.

Chronicle of Higher Education Inc., 1255 23rd Street, NW, Ste 700, Washington, DC 20037 Fax 202-296-2691.

Provides news and information for fundraisers, professional employees of foundations, corporate grant-makers, and people who work for non-profit, tax-exempt organizations in health, education, religion, the arts and social services.

**Corporate Giving Watch. US.** ISSN 0747-8003

Monthly. US\$135.

Taft Group, 12300 Twinbrook Parkway, Ste. 520, Rockville, MD 20852.

Fax 301-816-0811.

News and ideas for non-profit organizations seeking corporate funds.

**Corporate Philanthropy Report. US.**

Monthly. US\$165.

Capitol Publications Inc. 1101 King Street, Ste. 444, Alexandria, VA 22314.

Tel. 703-683-4100. Fax 703-739-6437.

Explores why companies give, where and what they give and which ones are setting the corporate giving pace.

**FRI Monthly Portfolio. US.** ISSN 0014-6137

Monthly newsletter. US\$59.

Taft Group, 12300 Twinbrook Parkway, Ste. 520, Rockville, MD 20852.

Fax 301-816-0811.

Contains articles on sources for and examples of philanthropic fundraising ideas and techniques.

**Fund Raising Management. US.** ISSN 0016-268X

Monthly. US\$94 per year, US\$172 two years, US\$239  
three years including airmail postage.

Hoke Communications, Inc., 224 Seventh Street, Garden City, NY  
11530.

Features articles and related activities among academic, religious,  
health, civic and cultural groups.

**Member Update Service. UK.**

Monthly newsletter for members. Institute of Charity Fundraising  
Managers (ICFM), Market Towers, 1 Nine Elms Lane, London SW8  
5NQ.

Tel. (71) 627 3436. Fax (71) 627 3508.

**National Fundraiser. US.** ISSN 0272-0825

Monthly. US\$95.

Barnes Associates Inc., 603 Douglas Blvd., Roseville, CA 95678.

For the non-profit fundraising professional. Contains specific "how-  
to" fundraising information in an easy to read format.

**Nonprofit World. US.**

Bi-monthly. US\$69.

Society for Non-profit Organizations, 6314 Odana Rd., Ste. One,  
Madison. WI 53719.

Focuses on all aspects of running an effective non-profit  
organization, including fundraising, income generation and legal  
advice.