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COUNCIL OF DELEGATES
OF THE INTERNATIONAL RED CROSS
AND RED CRESCENT MOVEMENT

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7 December 2015

International Red Cross and Red Crescent
Movement Branding Initiative: Adoption of the
International Red Cross and Red Crescent Movement logo

Resolution

Document prepared by the International Committee of the Red Cross and the
International Federation of Red Cross and Red Crescent Societies
in consultation with National Red Cross and Red Crescent Societies

RESOLUTION

Adoption of the International Red Cross and Red Crescent Movement logo

The Council of Delegates,

recalling Resolution 6 adopted by the 2013 Council of Delegates, “International Red Cross and Red Crescent Movement Branding Initiative,” which “[recognized] the interest of the components of the Movement in exploring further the possibility of a Movement logo, and [recommended] that the ICRC and the International Federation initiate an inclusive process to further develop the conditions and rules governing such a logo, taking into account all positions and views expressed by the components of the Movement, and establish a process for consultation with States based on the outcome of these discussions,”

recalling the interest expressed by many National Red Cross and Red Crescent Societies (National Societies) in the possibility of developing an International Red Cross and Red Crescent Movement (Movement) logo for indicative use and intended to represent the Movement components collectively in communication, promotional and resource-mobilization activities of global concern,

acknowledging that the components of the Movement are operating in a humanitarian environment that is changing rapidly and increasingly competitive in terms of positioning and advancing their humanitarian mission, roles and mandates,

recognizing the challenges and opportunities stemming from digital communication and technologies, which increasingly influence the ability of Movement components to communicate, promote their work and maximize funds raised on a national and global level,

stressing the primary function of the emblems as a protective device in times of armed conflict and the need to preserve the emblems and ensure respect for them at all times, and *reminding* all components of the Movement of their commitment to respect the existing legal and regulatory framework governing the use of the emblems in both their protective and indicative functions,

welcoming the consultations held in 2014-15 amongst National Societies on exploring further the possibility of a Movement logo and *taking note* of the results of the survey on the Movement logo conducted by the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (International Federation) of all the National Societies,

reiterating the importance of ensuring a coherent and more effective approach to branding and visual representation within the Movement and *committing* all Movement components to supporting National Societies in further strengthening their capacities in communication, promotion and resource mobilization,

acknowledging the potential resource-mobilization and positioning opportunities offered by the creation and display of a Movement logo and the positive impact such a logo would have on the ability of Movement components to highlight their humanitarian mandate and activities,

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emphasizing that the promotional and fundraising use of the Movement logo will remain exceptional, and that the logo is intended to complement the individual logos of National Societies, the International Federation and the ICRC,

welcoming the progress achieved in the follow-up to Resolution 6, adopted by the 2013 Council of Delegates, and the implementation of the other objectives and commitments undertaken in the context of the Movement Branding Initiative, and *noting with appreciation* the active contributions of National Societies,

acknowledging the progress already achieved in the context of the Movement Branding Initiative towards the development of Movement-wide global fundraising principles, and *recognizing* the importance for the Movement and its components of enhancing their collaboration on resource mobilization and further leveraging their fundraising potential, as a whole and individually, for the benefit of the vulnerable people and communities they serve,

1. *adopts* the Movement logo as set out in the *Conditions and Rules for the Use of the International Red Cross and Red Crescent Movement Logo*, (annexed to the present Resolution);
2. *commits* the Movement components to ensuring that the use of the Movement logo is exceptional and that its display is complementary to that of the existing logos of individual Movement components, so as to not undermine the strength and primacy of the existing logos;
3. *expresses* its commitment to ensuring that the Movement logo will be used at all times in conformity with the *Conditions and Rules for the Use of the International Red Cross and Red Crescent Movement Logo* – including obtaining prior agreement from National Societies to participate in global fundraising initiatives in which the Movement logo is displayed on their territory – and that the display of the Movement logo will not undermine the respect and protections due to the emblems under international humanitarian law and the regulatory framework agreed upon within the Movement, including the 1991 Regulations on the Use of the Emblem of the Red Cross or the Red Crescent by the National Societies;
4. *requests* that the ICRC and the International Federation ensure that the necessary information is provided to States, in their capacity as High Contracting Parties to the 1949 Geneva Conventions and their Additional Protocols, with regard to the present Resolution, as adopted;
5. *invites* the ICRC and the International Federation, together with the National Societies concerned, to carry out a self-assessment of instances in which the Movement logo will have been displayed and to report back on the results achieved and lessons learned to the Council of Delegates in 2017;
6. *commits* the Movement components to demonstrating their collective leadership with a view to maximizing the Movement's fundraising potential in a spirit of collaboration and good partnership, and *calls upon* the ICRC and the International Federation to pursue an inclusive process with National Societies for the development of Movement-wide principles for resource mobilization, which are to be submitted for adoption at the Council of Delegates in 2017.

ANNEX 1**Conditions and Rules for the Use of the International Red Cross and Red Crescent Movement Logo****1. Background**

The International Red Cross and Red Crescent Movement Branding Initiative Resolution, which was adopted by the 2013 Council of Delegates “*recognizes* the interest of the components of the Movement in exploring further the possibility of a Movement logo, and *recommends* that the ICRC and the Federation initiate an inclusive process to further develop the conditions and rules governing such a logo, taking into account all positions and views expressed by the components of the Movement, and establish a process for consultation with States based on the outcome of these discussions.”

These conditions and rules for the use of the International Red Cross and Red Crescent Movement (Movement) logo have been developed following a series of Movement-wide consultations mandated in the aforementioned resolution. These consultations included a survey addressed to all National Society secretaries general and presidents,¹ a series of technical group sessions and two meetings of the Movement Branding Reference Group,² which is composed of National Society leaders and representatives from the International Federation of Red Cross and Red Crescent Societies (International Federation) and the International Committee of the Red Cross (ICRC).

2. Introduction

This document defines the conditions and rules for the use of the Movement logo and is an annex to the resolution on the adoption of the Movement logo submitted to the 2015 Council of Delegates.³

The purpose of the Movement logo is to enhance the Movement’s collective brand through a visual identity for indicative use, particularly to:

- enhance the positioning and visibility of the Movement as a relevant and essential humanitarian network present and active throughout the world, with regard to contexts which concern National Societies, the ICRC and the International Federation; and
- strengthen the ability of the Movement and its components to communicate, promote their work and maximize funds raised on a national and global level, with regard to contexts which concern National Societies, the ICRC and the International Federation.

¹ The ICRC and International Federation commissioned a survey of National Society secretaries general and presidents to assess their support for a Movement logo, the potential terms and conditions of its use, and its design elements. The survey was offered in five languages (Arabic, English, French, Russian and Spanish) and was available on- and offline for one month (27 March – 28 April 2015). A total of 86 National Societies completed the survey.

² The Movement Branding Reference Group was formed in 2014 as part of the Movement Branding Initiative’s consultation process, and aimed to (1) make recommendations and advise on aspects linked to a possible Movement logo, (2) further define the Movement identity and review progress on strengthening it, (3) clarify specific rules for using the existing logos in communication, marketing and fundraising, and (4) identify ways of supporting a ‘branding culture’ across the Movement. A total of 20 National Societies were involved in one or both of the Reference Group meetings (held on 10 December 2014 and 13 May 2015).

³ Note that this document applies only to the use of the Movement logo. It does not apply to the display of individual logos of Movement components.

With the aim of complementing the existing individual logos and protecting the brand and image of Movement components, the Movement logo shall be used exceptionally for representation, communication, global fundraising and promotional activities to represent the Movement components collectively, in accordance with the conditions and rules set out in this document.

3. General principles

The following general principles shall guide the use of the Movement logo:

- (a) The Movement logo shall be used to collectively maximize visibility, positioning and fundraising in support of the humanitarian work of the Movement and the people it serves.
- (b) The Movement logo shall be used exceptionally so as not to undermine the strength and primacy of the existing logos of Movement components.
- (c) The Movement logo is complementary to the logos of the individual Movement components. In the context of global fundraising, the Movement logo shall be used where the display of individual logos of Movement components is not feasible or technically possible.
- (d) Each use and display of the Movement logo must be approved in advance in accordance with the processes defined in this document.
- (e) Any use or display of the Movement logo shall at all times be consistent with agreed ethical standards stemming from the Fundamental Principles of the International Red Cross and Red Crescent Movement and with the mission of the Movement.
- (f) No use or display of the Movement logo shall be permitted if it is determined that it would result in a weakening of the neutral status and protective value of the red cross or red crescent emblems and/or would risk undermining the prestige of, or respect for, the emblems. All Movement components are responsible for ensuring that the use of the Movement logo is at all times coherent with the 1991 *Regulations on the Use of the Emblem of the Red Cross or the Red Crescent by the National Societies* (Emblem Regulations). Furthermore, all uses of the Movement logo must comply with other relevant rules, policies and regulations agreed upon within the Movement.
- (g) The Movement logo shall at all times be used in a manner that is consistent with coordination rules agreed upon within the Movement and in a spirit of solidarity and good partnership between Movement components, and avoiding competition.

4. Use of the Movement logo

(a) Situations in which the Movement logo may be used

The Movement logo shall be used exceptionally, and only in the following scenarios:

- i. **Representation:** for representation purposes in materials of the Movement's Statutory meetings and of Movement-coordinated participation in events involving National Societies, the ICRC and the International Federation;
- ii. **Communication:** for communication purposes including for the *Red Cross Red Crescent* magazine and agreed-upon Movement campaigns, joint statements, digital platforms and other materials on contexts and themes of global concern or interest to National Societies, the ICRC and the International Federation (e.g. World Red Cross Red Crescent Day, Health Care in Danger);
- iii. **Movement promotion and fundraising for a humanitarian emergency:** for Movement-wide promotion and fundraising, including with an external partner, that is

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linked to a humanitarian emergency of global interest where a collective of Movement components, including the International Federation and the ICRC, are involved in the response;

- iv. **Movement promotion and fundraising for a general theme or campaign:** for Movement-wide promotion and fundraising initiatives for an event, theme or campaign, which may also include sponsorship from, or partnership with, an external partner.

(b) Situations in which the Movement logo may not be used

The Movement logo shall never be used or displayed in the following situations:

- i. as a substitute for the individual logo of a Movement component or to represent a regional grouping of National Societies;
- ii. in an operational response or context, in any way;
- iii. in any way that would suggest or be liable to confusion with protective use of the emblem, such as on flags or in large size on buildings, vehicles or other objects, including billboards, items of clothing such as vests, bibs and T-shirts, or on armbands;
- iv. where the intended use or display is deemed to pose reputational or other risks to the Movement or any of its components; or
- v. on items for sale or distribution by a commercial partner, or to indicate or suggest an endorsement of a product or service, or in other ways not compliant with the 1949 Geneva Conventions or coherent with the Emblem Regulations.

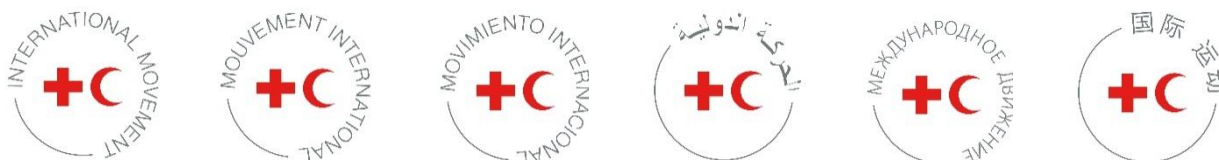
(c) In-principle approval for use

As the initial condition for the use of the Movement logo, the senior management of the ICRC and the International Federation must agree that a specific situation or context is of Movement-wide interest or concern, and thus presents an opportunity for the use of the Movement logo as set forth above in section 4(a). The ICRC and International Federation shall make this determination in consultation with the National Society(ies) concerned.

- i. Where the use of the Movement logo is intended for fundraising and promotion for a humanitarian emergency, due consideration shall be given to whether:
 - there is a large-scale humanitarian crisis or disaster;
 - the affected National Society(ies) supports global fundraising and promotional activities to support the response;
 - the crisis or disaster generates global attention;
 - both the ICRC and International Federation are operationally involved in the crisis or disaster; and
 - the use of the Movement logo could create a risk of confusion in terms of the operational lead, mandates or organizational identity.
- ii. Where the use of the Movement logo is intended for representation, communication or fundraising and promotion for a general theme or campaign, due consideration shall be given to whether the opportunity is a collective initiative, event, programme or campaign of global scope and interest.

5. Display of the Movement logo

The Movement logo shall be displayed in one or more of the six official languages of the International Conference (Arabic, Chinese, English, French, Russian and Spanish), as shown below, for each specific initiative. However, in exceptional cases, where technically feasible and upon request, the display of the Movement logo in another language may be considered; it is subject to the approval of the Movement Logo Approval Committee.



The display of the Movement logo shall comply with the following rules:

- (a) The logo shall always be displayed in the above design and cannot be reduced to any of its constituent parts. This means that the Movement logo must always be composed of the red cross and red crescent emblems displayed side by side together with
- (b) the words 'International' and 'Movement' encircling them as depicted above. It may be enlarged or reduced in proportion to the respective communication tool, ensuring the size of the words is balanced with the size of the emblems.
- (c) The logo must appear on a white background, with clear space on all sides equal to the height of the cross and crescent.
- (d) To avoid any confusion between the Movement logo and the emblem used as a protective device, the Movement logo must always be displayed in relatively small dimensions and discreetly.
- (e) The Movement logo shall not be integrated into artwork as a design element for decorative or other purposes.
- (f) The use of the Movement logo must be linked to a specific initiative and be defined and/or limited in time, medium of display and geography.

When the logo is used with an external partner, it must always be accompanied by an explanation or call to action, enabling the public to clearly understand the relationship between the Movement and the external partner, using language such as 'Donate,' 'Support,' or 'A campaign in support of.'

Each National Society is responsible for verifying that the use of the Movement logo and the solicitation of charitable contributions using the Movement logo in its territory complies with domestic laws and regulations.

Each Movement component is responsible for monitoring and ensuring the correct use and display of the Movement logo and for taking appropriate measures in the event of misuse, including mobilizing the relevant public authorities. The ICRC and International Federation can support National Societies in this task.

6. Specific approval procedure for the use of the Movement logo

When the in-principle approval has been granted in a specific situation as set forth in section 4(c), any request to use the Movement logo shall be submitted to the Movement Logo Approval

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Committee⁴ (Approval Committee) which shall consider and decide upon the request to use the Movement logo.

(a) Approval Committee composition

The Approval Committee shall be composed of the ICRC and the International Federation as permanent members and shall convene according to needs and in a timely manner. For communication, fundraising and promotional initiatives relating to a humanitarian emergency, as defined in section 4(a), the affected National Society(ies) shall be invited to participate in the Approval Committee insofar as possible. In the case where a National Society submits a request involving an external partner, that National Society may also participate in the Approval Committee, if the National Society so desires. Other National Societies may be invited to participate in the Approval Committee as relevant and where feasible.

(b) Approval process

Any Movement component interested in using the Movement logo shall make a written request to the Approval Committee with an overview of the opportunity, including any proposed terms of use and any designs and materials showing the intended display of the Movement logo, for the Approval Committee's review and approval.

The Approval Committee shall provide a timely response, in particular taking into consideration the urgency of the opportunity.

The Approval Committee shall make its decision on the basis of the present conditions and rules. All decisions shall be made by consensus. All Movement components participating in the Approval Committee shall endeavour to achieve consensus. National Societies retain the option to opt out of any specific initiative. If no agreement is reached between the Approval Committee participants, the Movement logo shall not be used.

The approval or rejection of the request to use the Movement logo shall be provided in writing, which can include electronic communication.

In cases where the use of the Movement logo is envisaged for representational purposes in internal or external global events (e.g. conferences, meetings, etc.), the Approval Committee shall coordinate with the National Society in whose country the event will take place.

(c) Requests involving an external partner**i. Global relationship management**

When the request to use the Movement logo involves an external partner, the best placed Movement component shall manage the global relationship with the external partner⁵ (i.e. act as the global relationship manager) for the specific initiative. Respecting partner intent, the global relationship manager shall, in principle, be as follows:

- for corporate sector partners, the National Society in the country in which the specific initiative is being discussed with the corporate partner (e.g. the global headquarters or

⁴ The Terms of Reference for the Movement Logo Approval Committee are available upon request.

⁵ As per Movement protocols currently being developed and to be agreed.

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another corporate office or subsidiary of the company),⁶ unless otherwise agreed with any National Society concerned;

- for international organizations, the International Federation or the ICRC,⁷ unless otherwise agreed between the International Federation, the ICRC and any National Society concerned;
- for other external partners,⁸ to be determined on a case-by-case basis between the International Federation, the ICRC and any National Society concerned.

ii. Approval for the use and display of the Movement logo with an external partner

When submitting a request, the Movement component acting as the global relationship manager must, in particular:

- a. demonstrate to the Approval Committee that the external partner complies with agreed Movement standards and requirements, including in particular the Emblem Regulations and the 2005 *International Red Cross and Red Crescent Movement Policy for Corporate Sector Partnerships*;
- b. confirm with the external partner that the use of individual logos of National Societies for the initiative is not feasible or technically possible.

In addition, the Movement component acting as the global relationship manager must include information on the following elements in the request to the Approval Committee:

- c. the proposed display of the Movement logo on the external partner's platform or other media, the proposed language accompanying the logo, and any other promotional materials associated with the initiative;
- d. the external partner's ability to provide a country-by-country breakdown of funds raised to allow the distribution of funds to National Societies, the ICRC or the International Federation, to reflect donor intent;
- e. the external partner's willingness and ability to access or obtain donor data, and whether Movement components have the possibility to keep and manage the donor data;
- f. any proposed changes to the template agreement⁹ with the external partner, including any additional terms requested by the external partner.

The Approval Committee shall take into consideration the above elements in its decision to accept or refuse the use of the Movement logo for a specific initiative. It shall, in particular, review the proposed agreement with the external partner, suggest any amendments if necessary, and make its decision accordingly.

⁶ To ensure good coordination and cooperation within the Movement, any Movement component that is discussing a specific initiative with a corporate office or subsidiary of a corporate entity shall inform the National Society where the corporate sector partner has its global headquarters.

⁷ Given the international nature and personality of international bodies such as the United Nations and its specialized agencies, either the International Federation or the ICRC shall generally be the global relationship manager unless agreed otherwise with the National Society where the international body is based.

⁸ For inter-governmental and/or regional organizations such as the European Union, existing relationships and practices will be respected.

⁹ A template agreement with external partners for the use of the Movement logo has been developed by the ICRC and the International Federation.

iii. Responsibilities in terms of global relationship management

The Movement component acting as the global relationship manager shall aim to build or enhance the relationship with the external partner and shall strive to develop it into a long-term strategic partnership beneficial to the Movement and its components. In relation to each initiative, this includes the following responsibilities:

- a. represent the interests of the Movement in the dialogue with the external partner for the specific initiative;
- b. manage external-partner expectations on behalf of the Movement;
- c. negotiate the agreement with the external partner based on the aforementioned template agreement, provide the external partner with the list of Movement components participating in the specific initiative and monitor the implementation of the agreement in accordance with the present conditions and rules;
- d. maintain external-partner interest through proactive dialogue and information sharing throughout the specific initiative;
- e. provide transparent and accountable reporting, as agreed with the external partner;
- f. obtain and respond to feedback on the external partner's experience and share it with Movement components concerned to provide better service and increase fundraising in the future;
- g. explore, with the external partner, future opportunities for Movement-wide and/or National-Society-level engagement, where feasible.

7. National Society options for participation in global promotion and fundraising initiatives

National Societies can indicate their agreement to participate in global promotional and fundraising initiatives using the Movement logo in two ways:

- opt in to initiatives using the Movement logo in advance, as set forth in sub-paragraph (a) below; or
- opt in to a specific initiative using the Movement logo prior to the launch of the initiative, as set forth in sub-paragraph (b) below.

When the Approval Committee has approved the use of the Movement logo for a specific global promotional or fundraising initiative, the National Societies shall be informed immediately (e.g. via email) of this initiative prior to its launch. The communication shall notably include details about the initiative as set forth in section 6(c)(ii), as well as any specific terms and conditions agreed with the external partner.

It is noted that the ICRC and International Federation, as the international components of the Movement, shall be automatically included in global promotional and fundraising initiatives.

(a) Advance opt-in

Since global promotional and fundraising initiatives are often launched quickly and require an immediate decision, National Societies shall have the option to agree in advance to the use of the Movement logo on their territory for future initiatives.

To this end, National Societies are invited to sign a permission form in advance agreeing to the use of the Movement logo on their territory in accordance with the conditions and rules as set out in this document.

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The Approval Committee shall maintain a list of National Societies that have opted in to the use of the Movement logo in advance. This list shall be shared with the global relationship manager for each specific initiative.

National Societies that opt in in advance shall be informed before the Movement logo is used for any specific initiative involving the use of the Movement logo on their territory, and shall have the option of opting out of each specific initiative, as set forth in section 7(c).

(b) Opt-in prior to the launch of a specific initiative

National Societies that have not opted in in advance shall have the opportunity to opt in to each specific global fundraising and promotional initiative prior to its launch.

Once the National Societies are informed of a specific initiative as indicated above, National Societies that decide to opt in to this initiative must communicate this decision by replying to the aforementioned email within the following timeframes:

- for a humanitarian crisis or disaster, within 24 hours;
- for a general theme or campaign, within seven days.

It should be noted that:

- i. National Societies that have not opted in in advance will be excluded from the initiative in the absence of an opt-in response within the aforementioned timeframes, and the Movement logo will not be displayed on their territory.¹⁰
- ii. National Societies that have agreed to the advance opt-in will be included in the initiative if no opt-out response is received to the email within the specified timeframe.
- iii. In a situation where the external partner cannot customize the geographical scope of an initiative (e.g. is unable to omit the display of the Movement logo in some territories) and not all National Societies opt in, the Movement logo will not be used for the specific initiative.

(c) Opt-out prior to the launch of a specific initiative

National Societies that have agreed to the advance opt-in shall have the opportunity to opt out of each specific global initiative.

The opt-out must be communicated by replying to the aforementioned email within the following timeframes:

- for a humanitarian crisis or disaster, within 24 hours;
- for a general theme or campaign, within seven days.

It should be noted that:

- i. National Societies that have agreed to the advance opt-in will be automatically included in the initiative unless they reply to the email, expressing their desire not to be included in the initiative and/or their refusal to have to Movement logo displayed in their territory.
- ii. National Societies that have not opted in in advance will be excluded from the initiative in the absence of an opt-in response within the aforementioned timeframes, and the Movement logo will not be displayed on their territory.¹¹

¹⁰ In the event that the Movement logo unintentionally appears in the territory of a National Society that has opted out of a specific initiative, the National Society shall inform the global relationship manager or the Approval Committee, which shall seek to rectify the situation.

¹¹ See footnote 10.

- iii. In a situation where the external partner cannot customize the geographical scope of an initiative (e.g. is unable to omit the display of the Movement logo in some territories) and not all National Societies opt in, Movement logo will not be used for the specific initiative.

8. Funds raised using the Movement logo

(a) Specific principles

In addition to the general principles set forth in section 3, the following specific principles shall apply regarding funds raised using the Movement logo for an emergency or general theme or campaign:

- i. Funds raised for a specific emergency, general theme or campaign shall only be used for operations or activities conducted by components of the Movement.
- ii. Funds raised must be used honouring donor intent and managed in an accountable manner.
- iii. Each Movement component receiving funds shall use them, as deemed appropriate, in a coordinated manner¹² to ensure Movement components' appeals or initiatives are funded respective to their operational mandates, activities and financial needs in the specific context.
- iv. Each Movement component must ensure that the maximum amount of funds raised is used for the humanitarian emergency, general theme or campaign to which they were donated, both individually and collectively minimizing associated costs.
- v. Access to, and management of, individual donor data is an important and integral part of fundraising; any accessible data shall be used in accordance with applicable data-protection principles and regulations.

(b) Rules for the management of the funds and individual donor data

The following rules shall apply to the management of funds raised for a humanitarian emergency, general theme or campaign. The global relationship manager shall work with the external partner to determine how funds raised will be donated, according to the following order of preference.

i. **Funds donated to individual Movement components**

When an external partner or digital platform allows for funds raised to be donated to individual Movement components and individual donor data is available:

- a. The recipient of the funds shall in principle be the National Society in the country where the individual donor is situated at the time of the donation.¹³ Where appropriate and technically feasible, the donor shall be given the option of donating to another National Society, the ICRC or the International Federation.
- b. The management of funds and of individual donor data shall be the responsibility of the individual Movement component that is the recipient of the funds, subject to applicable legislation.

ii. **Funds donated to the Movement**

¹² According to agreed Movement coordination and cooperation rules and policies.

¹³ The mechanism for tracking where an individual donor is situated may vary among external partners.

When an external partner or digital platform does not allow funds raised to be donated to individual Movement components, but a breakdown of funds raised is available by country and individual donor data is available by country:

- a. Each National Society may, at its request and subject to applicable legislation and the willingness and ability of the external partner, receive individual donor data in relation to funds raised in its country, and shall be responsible for the management of such donor data.
- b. When the amount raised in any given country is greater than or equal to 100,000 Swiss francs (Sfr), or the equivalent amount in another currency (or another agreed threshold commensurate with the size or scope of the humanitarian emergency, general theme or campaign), each National Society is, upon request, entitled to receive the funds raised in its country and shall be responsible for the management of these funds.
- c. When funds raised in any given country are less than Sfr 100,000, or the equivalent amount in another currency, funds shall be allocated to specific Movement components¹⁴ consistent with the specific principles set out in section 8(a).

When it is not possible to obtain a country-level breakdown of donations or individual donor data by country, funds shall be allocated to Movement components¹⁵ consistent with the specific principles set out in section 8(a).

(c) Accountability to donors and external partners

Movement components receiving funds directly from donors or indirectly from Movement component(s) shall use them efficiently and effectively.

i. Donor and external partner intent

- a. Each Movement component receiving funds raised using the Movement logo is accountable to donors and the external partner for using those funds for the purpose for which they were donated.

ii. Reporting and transparency

- a. Each Movement component receiving funds raised using the Movement logo is responsible for reporting on the use of those funds in accordance with their own reporting rules and consistent with any reasonable requirements agreed with the external partner and/or determined by the Approval Committee.
- b. Where required by donors, the external partner or the Approval Committee, a summary report shall be compiled and shared by the global relationship manager with the external partner and with Movement components receiving funds using the Movement logo.

iii. Costs

- a. Movement components have their own costing policies, which shall be respected. Nonetheless, individually and collectively, the costs of fundraising must be within acceptable industry standards.
- b. In the event that a Movement component is receiving and transferring funds and/or undertaking collective reporting functions, i.e. when acting as the global

¹⁴ The fund allocation will be on a case-by-case basis, based on criteria such as mandates, operational footprint, planned operations, appeal size and coverage, expected implementation rate and capacity to implement.

¹⁵ See footnote 14 above.

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relationship manager, it may recover reasonable costs associated with carrying out these functions for the specific initiative.

- c. The ICRC and International Federation shall not recover costs related to managing the use of the Movement logo in the context of a humanitarian emergency, with the exception of direct costs in cases where the ICRC or the International Federation is serving as the global relationship manager and/or paying agent.