



Power of humanity

Council of Delegates of the International
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**COUNCIL OF DELEGATES
OF THE INTERNATIONAL RED CROSS
AND RED CRESCENT MOVEMENT**

Antalya, Turkey
10–11 November 2017

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

PROGRESS REPORT

**Document prepared by 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**

Geneva, September 2017

EXECUTIVE SUMMARY

This report is a follow-up to Resolution 2, “International Red Cross and Red Crescent Movement Branding Initiative: Adoption of the Movement logo” (Movement Logo Resolution), [CD/15/R2](#), as adopted by the 2015 Council of Delegates. It describes the activities that have been carried out to implement the resolution in the nearly two years since the Movement logo was adopted in December 2015 and the instances in which the Movement logo has been displayed. It also examines the results achieved and the challenges met in relation to the display of the logo. Finally, it summarizes the progress on the implementation of Resolution 6, “International Red Cross and Red Crescent Movement Branding Initiative” (Branding Resolution), [CD/13/R6](#), as adopted by the 2013 Council of Delegates.

Following the adoption of the Movement logo, the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC) developed a range of processes and tools to complement the Conditions and Rules for the Use of the International Red Cross and Red Crescent Movement Logo (Conditions and Rules) in ensuring that the Movement logo is used correctly (i.e. as set out in operative paragraphs 1, 2 and 3). In accordance with the commitments made in the Movement Logo Resolution, and particularly in operative paragraph 5, the IFRC and the ICRC also worked with an external consultant to assess the instances in which the Movement logo was displayed. The resulting report describes the conclusions and outcomes of that assessment.

Between its adoption in December 2015 and June 2017,¹ the Movement logo was used for ten initiatives, primarily to represent the Movement and for communication purposes. Numerous conclusions were drawn and lessons learned through the assessment of the use of the Movement logo, and from the general activities over the past two years in furthering the Movement branding and Movement logo commitments, notably:

1. **Conformity with the Conditions and Rules:** In the ten instances where the Movement logo had been approved and used, the logo was used in line with the Conditions and Rules, particularly that its use remain exceptional. Only a limited number of separate incidents of misuse have been identified.
2. **Primacy of Movement-component logos:** Most National Red Cross and Red Crescent Societies (National Societies) participating in 8 May activities chose to display just their own logo or their logo alongside the Movement logo, which demonstrates that the Movement logo is, as per the Conditions and Rules, not undermining the strength and primacy of the logos of Movement components.
3. **Raising awareness of the Conditions and Rules:** Awareness-raising sessions, the Movement logo toolkit and other communication materials developed for 8 May have to some extent helped National Societies better understand the Conditions and Rules and the specific uses of the Movement logo. Although many National Societies have seen the Movement logo in use and are familiar with it, further work is needed to raise awareness of the Conditions and Rules and the related processes.
4. **Perceived benefits of the logo:** The majority of National Societies surveyed thought that the Movement logo had enhanced the positioning and visibility of the Movement, encouraged partnership and solidarity and *not* undermined the strength and primacy of their own logos. However, a considerable number (over a quarter) of National Societies neither agreed nor disagreed with these statements, and a small number disagreed.
5. **Legal considerations:** Implementation of the Movement logo has not faced legal issues but the Movement logo does not have legal protection from misuse in some countries.

¹ This progress report considers monitoring data until 1 June 2017, when the self-assessment desk research was completed.

This report concludes with a series of recommendations for the ICRC, the IFRC and National Societies to ensure that the Movement logo is correctly displayed and used.

1) INTRODUCTION

Since 2009, the IFRC, the ICRC and the National Societies have been examining a range of issues related to the individual brands of the components of the International Red Cross and Red Crescent Movement (Movement) and the collective brand of the Movement in an effort to:

1. manage and strengthen the position and reputation of the Movement and its individual components (i.e. the 190 National Societies, the IFRC and the ICRC) as leading humanitarian organizations; and
2. strengthen our ability to raise funds collectively.

These discussions on branding were held primarily in response to the recognition that the Movement components operate in a humanitarian environment that is rapidly changing and increasingly competitive in terms of positioning and fundraising. Ensuring that the emblem is used correctly by the Movement components in their branding was also a priority issue.

A central element of the discussions was further developing and strengthening the Movement's identity and creating one global logo to improve the Movement's visibility and position it as a coherent and unified humanitarian network, and thereby increase Movement-wide fundraising opportunities for campaigns, themes and contexts of global concern.

Operative paragraphs 5 and 7 of the Branding Resolution welcomed the branding toolkit² and its guidance document "The red cross and red crescent emblems and logos in communication, marketing and fundraising". The Branding Resolution also recognized the interest of the components in exploring the possibility of a Movement logo, and recommended that conditions and rules governing such a logo be further developed.

Between 2013 and 2015, the IFRC, the ICRC and National Societies engaged in consultations aimed at clarifying the outstanding issues raised in the Branding Resolution's operative paragraph 5 on the use of existing logos. The consultations also explored the possibility of developing a Movement logo and its conditions and rules as recommended in operative paragraph 7 of the Branding Resolution.³ Through these consultations, the outstanding issues in "The red cross and red crescent emblems and logos in communication, marketing and fundraising" were clarified and the toolkit was completed. In parallel, steps were taken to establishing a Movement logo that resulted in the adoption of the Movement Logo Resolution. As the Movement's visual identity for indicative use, the Movement logo aims to enhance the Movement's collective brand in an effort to better communicate, position and fundraise as "one Movement" on a global scale in support of our humanitarian work and the people and communities we serve.

² The branding toolkit was created as part of the International Branding Initiative in the lead-up to the 2013 Council of Delegates and was referenced in the Branding Resolution. It aims to help National Societies strengthen their brands and successfully manage their reputations, in order to position themselves as leading humanitarian organizations and remain relevant and competitive in today's changing environment. The toolkit includes guidance on: brand development; the use of logos and emblems in communication, marketing and fundraising; branding in the digital sphere and on social media; managing media relations during a reputational crisis; managing national crises and drafting responses/reactive lines; branding templates; managing emblem misuse; and branding for youth audiences. The branding toolkit and more information about branding can be found at <https://fednet.ifrc.org/branding>.

³ For details on this consultation process, see the [Progress and Background Report](#) on the adoption of the Movement logo.



Between its adoption in December 2015 and June 2017, the Movement logo was used for ten initiatives, primarily to represent the Movement and for communication purposes. This progress report describes the instances in which the Movement logo has been displayed since its adoption and underlines the results achieved and lessons learned, as called for in operative paragraph 5 of the Movement Logo Resolution.

In addition, the Movement Branding Initiative and the adoption of the Movement logo complement the activities defined and pursued in the follow-up to Resolution 4 adopted by the 2013 Council of Delegates and in Resolution 1 adopted by the 2015 Council of Delegates: “Strengthening Movement Coordination and Cooperation (SMCC): Optimizing the Movement’s humanitarian response”. In Resolution 1, a specific plan of action was proposed and adopted, one of whose intentions was to enhance coordination and cooperation in communication and resource mobilization around large-scale operations. Making more coordinated and cohesive communication an objective under the SMCC process underscores the importance of taking a Movement-wide approach to communicating and promoting the mission and work of the Movement and its components in contexts of global concern. At the time of writing, a new resolution on SMCC intended to build on the objectives set out in 2013 and 2015 will be considered for adoption by the 2017 Council of Delegates.

2) BACKGROUND AND PROCESSES

Following the adoption of the Movement logo, the IFRC and the ICRC developed processes and tools to complement the Conditions and Rules in ensuring that the Movement logo is only used as stipulated in operative paragraphs 1, 2 and 3 of the Movement Logo Resolution. These processes and tools include:

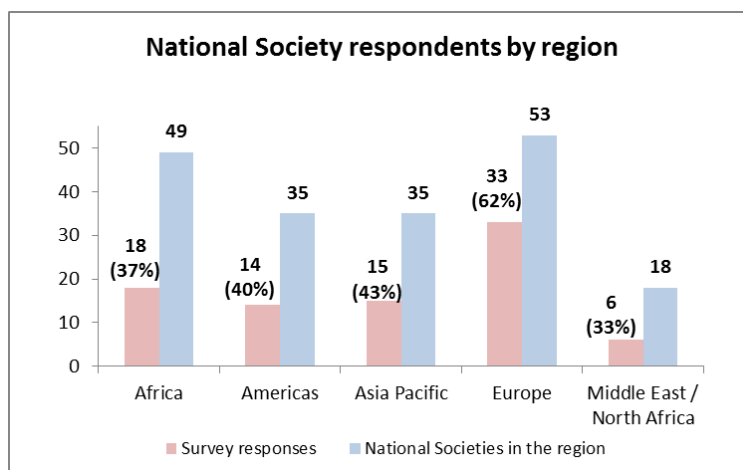
- **an approval process:** Processes were put in place to manage requests to use the Movement logo, in accordance with the Conditions and Rules. This included establishing the terms of reference for the Movement Logo Approval Committee in examining requests (facilitated by a formal request form developed based on the Conditions and Rules) and making timely decisions on the use of the logo. The email address MovementLogo@ifrc.org was also created as part of this process to receive requests and enquiries from Movement components.
- **an awareness-raising toolkit:** A Movement logo toolkit (including key messages, FAQs, guidance on displaying the logo on National Society websites, a presentation, the request form, the opt-in permission form) was developed to raise awareness of the Movement logo and ensure that it is used and displayed only as intended.
- **an advance opt-in process:** In February 2016, after the adoption of the logo, National Societies were informed about the option to agree in advance to use the Movement logo on their territories for future fundraising initiatives. For this purpose, they were given a permission form for opting in in advance to sign if desired.
- **planning for global fundraising initiatives:** Preparations were carried out for emergency fundraising scenarios that detailed the anticipated steps to be taken and the division of roles and responsibilities. In March 2016, the IFRC and ICRC carried out a simulation exercise of a global fundraising campaign with an external partner using the Movement logo. The exercise identified various items that needed to be followed up on (e.g. developing and/or finalizing a template for the email seeking agreement

from National Societies to participate in global fundraising initiatives, the global fundraising coordination plans, a template of a fundraising agreement with an external partner, a due diligence form on external partners and a proposal for allocation of funds). These items were also discussed with several National Societies and have since been completed.

- **monitoring:** A tracking system was put in place to monitor use and misuse of the Movement logo, relying on self-reporting of the Movement components and online monitoring using reverse image searches.

The IFRC and the ICRC also worked with an external consultant to conduct a self-assessment of the instances in which the Movement logo was displayed, as they were invited to in the operative paragraph 5 of the Movement Logo Resolution. The self-assessment⁴ was based on four main sources of data and information:

- **Monitoring data collected by the IFRC and the ICRC:** This data captured the informal enquiries about the use of the Movement logo and formal requests to use it, instances of misuse and incorrect use, general enquiries about the logo and opportunities and commitments to raise awareness of it. The data also identified those National Societies that had opted-in in advance to use the Movement logo.
- **Social media and online monitoring reports for 8 May 2016 and 2017:** Separately, the IFRC and the ICRC monitored National Societies' use of the Movement logo for World Red Cross and Red Crescent Day in 2016 and 2017.
- **Survey of National Societies:** A survey on the use of the Movement logo was made available to National Societies online using the software tool SurveyMonkey and offline in Word format. The survey was offered in five languages (Arabic, English, French, Russian and Spanish) for a period of five weeks, from 27 March to 4 May 2017. A total of 86 completed responses were received from National Societies, i.e. 45% of the 190 recognized National Societies. A separate report details the complete findings of the survey and can be found on FedNet.⁵
- **Movement logo toolkit and relevant documentation:** The Movement logo key messages, FAQs, guidance on displaying the Movement logo on National Society websites, presentations, the request form to use the Movement logo, the advance opt-in permission form and other related documents were also reviewed during the self-assessment.



It must be pointed out that the adoption of the Movement logo at the 2015 Council of Delegates was brought to the attention of States and High Contacting Parties to the 1949 Geneva Conventions immediately afterwards through operative paragraph 4 of Resolution 7 adopted by the 32nd International Conference, “Strengthening the International Red Cross and Red Crescent Movement response to growing humanitarian needs”.

⁴ This progress report considers monitoring data until 1 June 2017, when the self-assessment desk research was completed.

⁵ The complete report on the findings of the survey on the use of the Movement logo is available on FedNet at <https://fednet.ifrc.org/movementlogo>.

Operative paragraph 6 of the Movement Logo Resolution committed 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 [called 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”. Extensive work has been carried out on this commitment, and information on the related process and activities can be found in the background report on the Movement-wide principles for resource mobilization and Draft Resolution 6 to be presented for adoption at the 2017 Council of Delegates.⁶

3) ANALYSIS AND PROGRESS

This section contains the findings, analysis and progress relating to the Movement Logo Resolution, specifically operative paragraphs 1, 2, 3 and 5. The majority of this information was drawn from the aforementioned self-assessment.

3.1. IMPLEMENTATION AND USE OF THE MOVEMENT LOGO

From the adoption of the Movement logo on 7 December 2015 until 1 June 2017,⁷ 34 total requests were made concerning its use – 19 informal and 15 formal. Of the formal requests, 12 were submitted for approval;⁸ 11 were approved and 1 was rejected.⁹ Of the 11 approved uses, the Movement logo was actually used in 10 cases.¹⁰ Table 1 provides more detailed statistics and Table 2 lists the ten cases in which the request was approved and the Movement logo was used.

Number of informal and formal requests	34 (19 informal and 15 formal requests)
Source of informal requests	IFRC: 8 National Societies: 7 Joint IFRC and ICRC: 2 ICRC: 2
Source of formal requests	Joint IFRC and ICRC: 7 IFRC: 5 National Societies: 2 ICRC: 1
Number of formal requests submitted for approval	12
Number of requests approved	11
Number of requests rejected	1
Of approved uses, number used	10
Of approved uses, number not used	1

⁶ The report and draft resolution are available at: <http://rcrcconference.org/resolutions-and-reports-cod-2017/>

⁷ This progress report considers monitoring data until 1 June 2017, when the self-assessment desk research was completed.

⁸ Three formal requests were made that did not meet the Conditions and Rules; they were therefore not submitted for the required approvals.

⁹ One request for use was rejected as the anticipated use of the Movement logo was found not to fit within the exceptional uses as defined in the Conditions and Rules.

¹⁰ In the other case, the Movement logo was to be used on the iTunes music platform to raise funds for a disaster. However, the iTunes internal timeline for the launch did not allow the Movement logo to be uploaded in time for the campaign. The IFRC logo, which was already in the iTunes system, was therefore used for the global campaign.

Approval date	Movement component requesting the use	Scenario for use	Initiative	Recurring use
15 March 2016	Joint	Communication	Cover of <i>Red Cross Red Crescent</i> magazine	Yes
15 March 2016	Joint	Communication	8 May – World Red Cross and Red Crescent Day	Yes
15 March 2016	Joint	Representation, communication	2017 statutory meeting materials	No
15 March 2016	Joint	Representation, communication	World Humanitarian Summit	Yes
15 March 2016	Joint	Communication	Institutional websites of Movement components	Yes
4 October 2016	IFRC	Representation, communication	United Nations Conference on Housing and Sustainable Urban Development (Habitat III)	No
21 February 2017	Joint	Representation, communication	Global Communication Forum	Yes
23 March 2017	Joint	Representation, communication	RC ² Forum at the 2017 statutory meetings	No
21 April 2017	IFRC	Representation, communication	Movement narrative for the drought and food security crisis in eastern and central Africa	No
19 May 2017	IFRC	Communication, promotion and fundraising for a general theme	Preservation and digitization of historic Red Cross and Red Crescent films	No

Use for communication and representation

Table 2 provides further details on the ten cases in which the Movement logo was approved and used by 1 June 2017. Nine of the ten were for communication and/or representation purposes. The majority involved displaying the Movement logo on materials associated with an event or meeting. Other cases were recurring uses of the logo, such as on the cover of *Red Cross Red Crescent* magazine or on the institutional websites of the Movement components. According to the assessment, all uses were in conformity with the requirement that the use be exceptional and represent Movement components collectively on matters of global concern or interest.



Use for fundraising

To date, there has been one instance of the Movement logo being approved and used for a fundraising initiative for a general theme: for the preservation and digitization of historic Red Cross and Red Crescent films, approved on 19 May 2017. While this is a global initiative, relating to 2011 Council of Delegates Resolution 6, “Preserving the historical and cultural heritage of the International Red Cross and Red Crescent Movement”, it does not involve an external partner, and the Movement logo will mainly be used on the Movement’s communication materials to fundraise for this initiative (e.g. website, video and a leaflet). Participating National Societies can use their own logos for these fundraising efforts if they wish. The Movement logo was also approved but not used for another fundraising case for a humanitarian emergency (see footnote 10).

There were 19 informal requests about potentially using the Movement logo that did not lead to formal requests. Four of them were about fundraising scenarios, and all four were made by National Societies. In these cases, the relevant National Society, the IFRC and the ICRC discussed the proposed use of the Movement logo and found that it fell outside of the Conditions and Rules for fundraising.

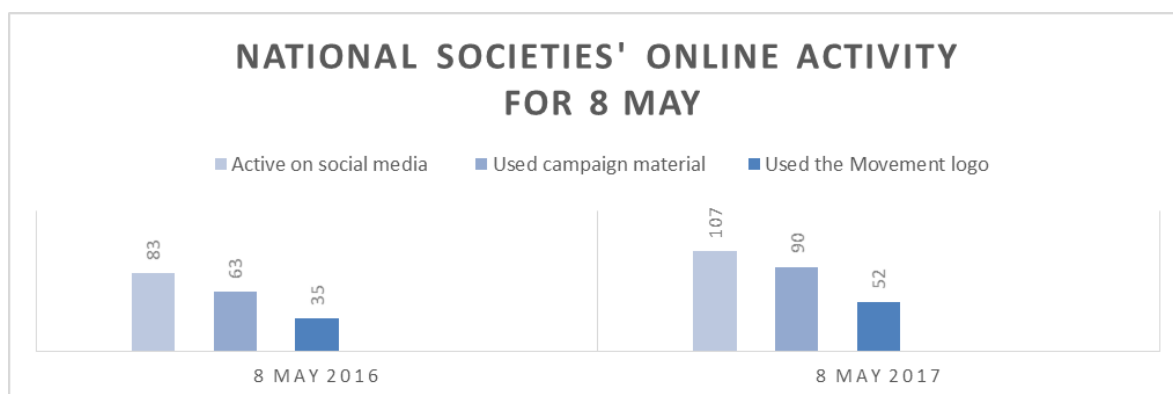
The Movement logo has not yet been used for a global fundraising initiative involving an external partner, requiring the use of the opt-in and opt-out mechanism for National Societies.

Focus: World Red Cross and Red Crescent Day

For World Red Cross and Red Crescent Day, on 8 May 2016 and 2017 – the second approved use in Table 2 above – the IFRC and the ICRC provided additional guidance¹¹ on how the Movement logo should be used.

According to the survey, 34% (29 National Societies) had used the logo for 8 May 2016 and 66% (57) had not. For 8 May 2017, 44% (38) said they planned to use the logo, 27% (23) indicated they would not and 29% (25) said they were undecided.

The separate monitoring activities for 8 May carried out by the IFRC and the ICRC noted that for 2016, 35 National Societies used the Movement logo out of the 63 National Societies that were active on social media and used the Geneva-produced materials (which included an option to display the Movement logo). For 8 May 2017, of the 90 National Societies that used the Geneva-produced materials, 52 used the Movement logo in some form on social media or their websites. The increase from 2016 to 2017 is shown below.



Use on institutional websites

In the survey, 19% of respondents (16 National Societies) reported that they had put the Movement logo on their institutional website. Among the 81% (70 National Societies) that said they had not, 30 said they were planning to put the logo on their websites or were considering it. However, based on the IFRC's and the ICRC's monitoring activities, only six National Societies, the IFRC and the ICRC had the logo on their websites on 1 June 2017.

¹¹ Each year, the IFRC and the ICRC develop 8 May campaign materials that National Societies can use and adapt in their contexts. The 2016 and 2017 materials provided specific guidance on using the Movement logo for 8 May activities, in the 'Visual Identity Guidance' on the 8 May section of [FedNet](#).

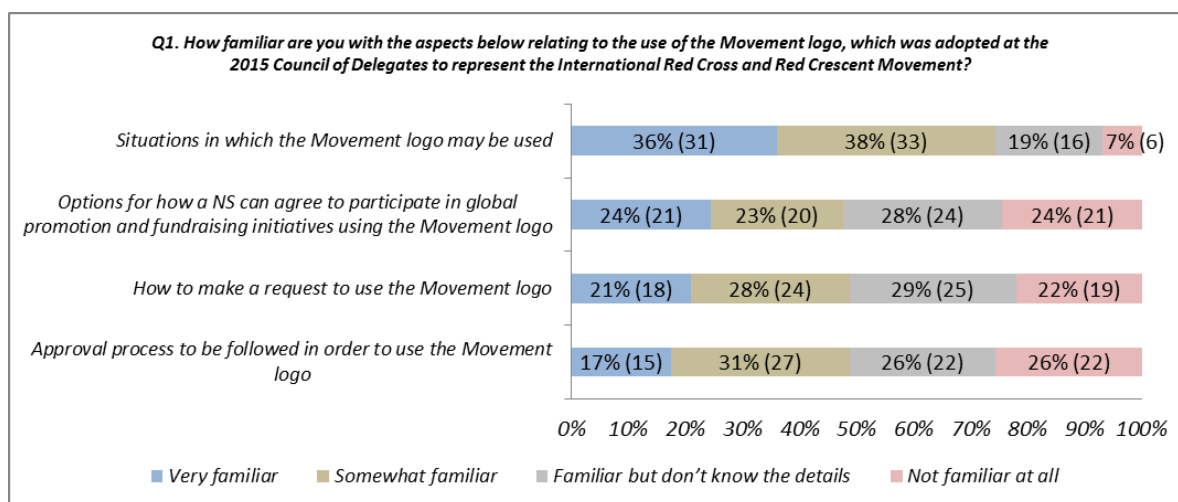
3.2. AWARENESS

Since being familiar with the Movement logo and understanding its use were deemed critical to ensuring that Movement components use the logo only as set out in the Conditions and Rules, the self-assessment also reviewed Movement components' awareness of the logo and the activities to raise awareness of the Movement's branding and logo.

Information on the logo and the Movement logo toolkit (as described in section 2 above) was distributed to Movement components through various channels, including [FedNet](#) and an article in *Red Cross Red Crescent* magazine. More than a dozen information sessions were held for Movement leadership and staff at global, regional and specialized conferences and workshops.¹² Movement components that had specific questions or concerns about the logo also contacted the IFRC and the ICRC focal points directly about Movement branding.

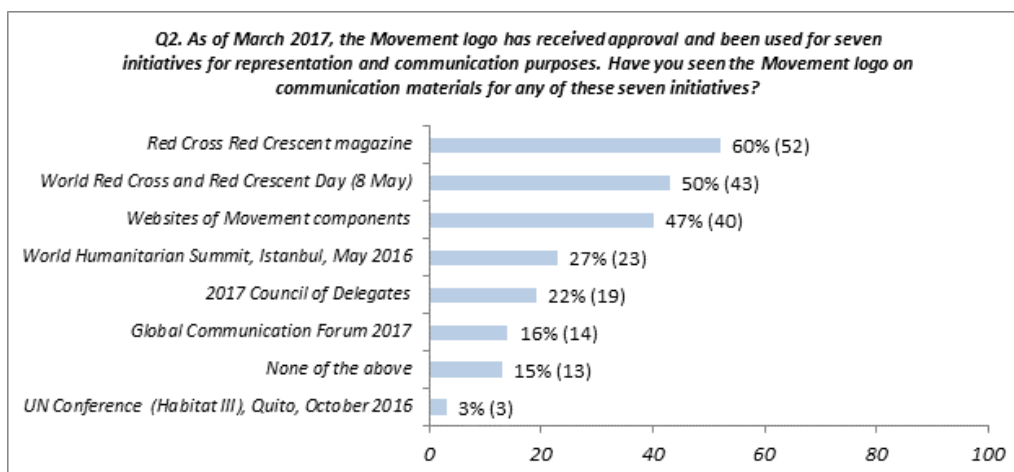
Activities to raise awareness of the Movement logo among Movement components were primarily aimed at communication, legal and fundraising staff and management, and usually included additional information on Movement branding, the *Branding Toolkit* and its guidance document "The red cross and red crescent emblems and logos in communication, marketing and fundraising". These documents were provided to help Movement components manage their individual identities and brands, and the collective Movement brand, and ensure that they use the emblems correctly.

According to the survey, National Society respondents were largely familiar with the situations in which the logo may be used, with 74% (64) "Very familiar" or "Somewhat familiar". But National Societies were less familiar with the approval process: 48% (42) "Very familiar" or "Somewhat familiar".

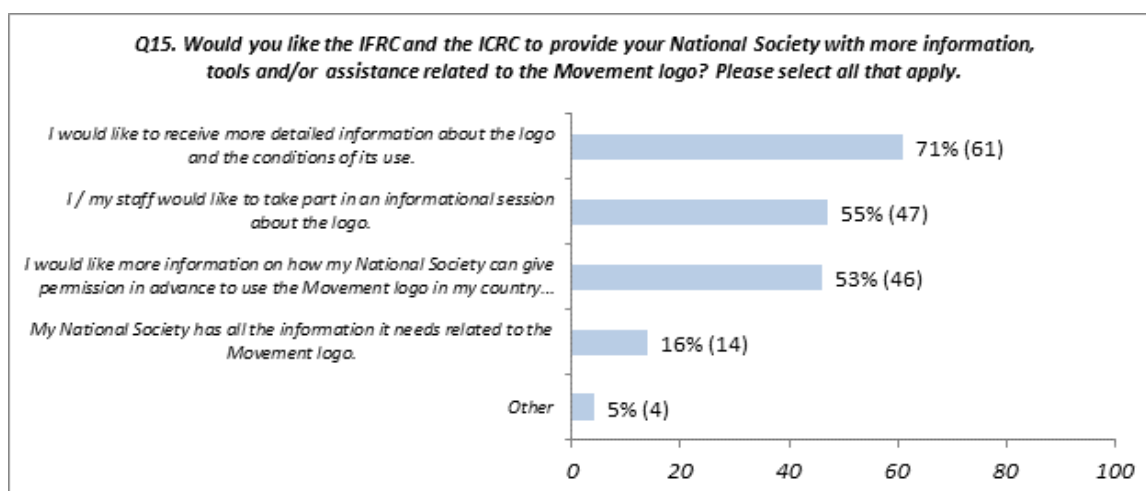


Most survey respondents had seen the logo on *Red Cross Red Crescent* magazine (60% or 52 National Societies) and on 8 May 2016 materials (50% or 43 National Societies). Only 15% (13 National Societies) had not seen the Movement logo in use at all.

¹² Examples of global and regional meetings or workshops included the Movement Induction Course for new National Society leaders, a Movement communication forum in the Asia-Pacific region, the 2016 National Societies' Legal Advisors meeting.



As shown in the graph below, 71% of the survey respondents (61 National Societies) indicated that they would like further information about the Movement logo and conditions for its use.

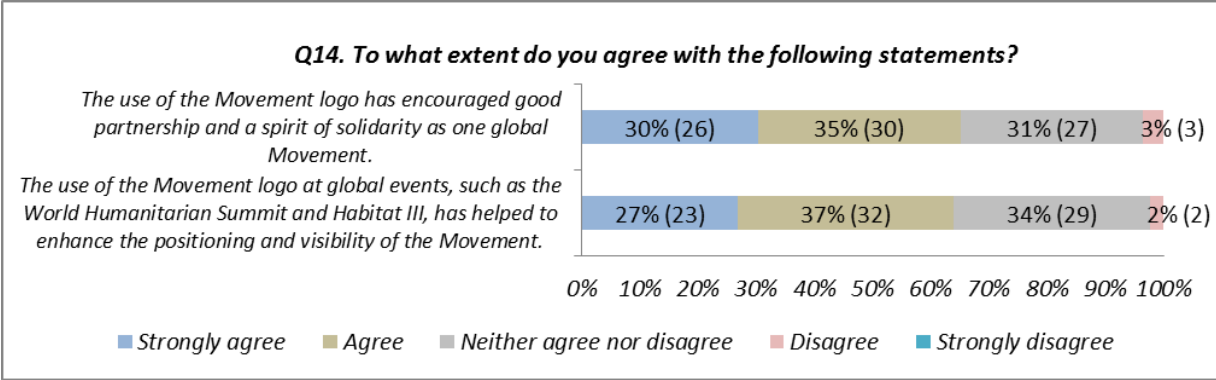


It is also worth highlighting that the majority of survey respondents (69% or 59 National Societies) said they had informed their members, staff or volunteers about the Movement logo, 22% (19) said they had informed the general public and 21% (18) said they had informed government authorities.¹³ But 24% (21) said they had not informed anyone.

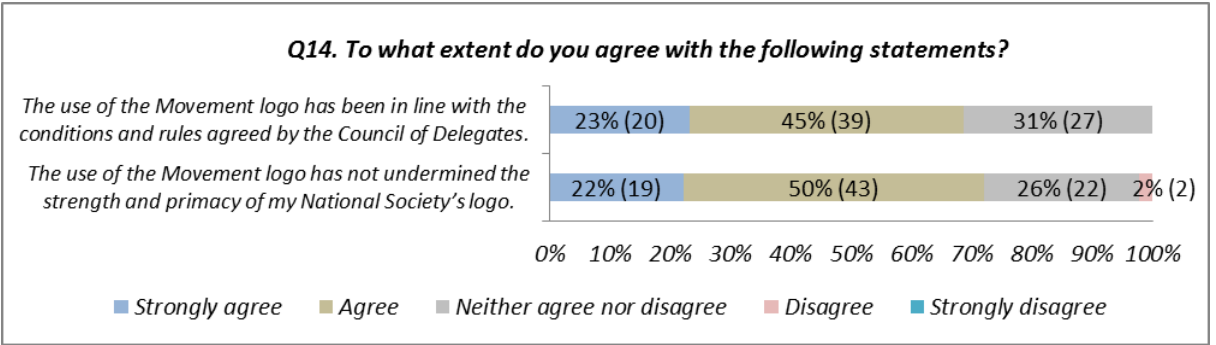
Feedback and impact

As shown below, 65% of survey respondents (56 National Societies) agreed that the use of the Movement logo encouraged good partnership and a spirit of solidarity. Around one-third (31% or 27 National Societies) neither agreed nor disagreed and 3% (3) disagreed. Similarly, 64% (55) agreed that the Movement logo had helped enhance the positioning and visibility of the Movement at global events. Around one-third (34% or 29 National Societies) neither agreed nor disagreed and 2% (2) disagreed.

¹³ The complete report on the findings of the survey on the use of the Movement logo is available on FedNet at <https://fednet.ifrc.org/movementlogo>.



As shown in the graph below, 68% (59) of the National Societies that responded to the survey agreed that the use of the Movement logo has been in line with the Conditions and Rules, while 31% (27) neither agreed nor disagreed. In addition, 72% (62) agreed that the Movement logo had not undermined the strength and primacy of their own logo, 26% (22) neither agreed nor disagreed and 2% (2) disagreed.



The majority surveyed (77% or 66 National Societies) reported that they had not received questions or feedback about the Movement logo. Ten per cent or fewer survey respondents reported receiving feedback or queries from the general public, the media, government authorities, international or domestic non-government organizations, donors, UN agencies or others.

Ad hoc feedback

There have been no formal objections to the use of the Movement logo from inside or outside the Movement. One National Society questioned whether the Movement logo should have been used for the World Humanitarian Summit in 2016. Another National Society commented in the survey that they believed that using the Movement logo on the websites of Movement components did not fall under the scope of the scenarios described (referencing the Conditions and Rules, section 4(a)). In general, National Society inquiries to the IFRC and the ICRC on the use of the Movement logo have largely been about what is or is not allowed under the Conditions and Rules rather than questioning the utility or value of the logo.

3.3. CONSTRAINTS AND CHALLENGES

A number of constraints and challenges have been encountered, but the assessment found that none were major obstructions to using the Movement logo correctly.

Fundraising using the Movement logo

As stated above, the IFRC and the ICRC established procedures and processes and tested them to ensure that the Movement logo will be used at all times in conformity with the Conditions and Rules – including obtaining prior agreement from National Societies to participate in global fundraising initiatives in which the Movement logo is displayed on their territory, as stated in operative paragraph 3.

A total of 17 National Societies have completed the advance opt-in permission form. Many National Societies informed the IFRC and the ICRC that they do not intend to opt in in advance as they prefer to opt in prior to the launch of each specific initiative (as described in section 7(b) in the Conditions and Rules).

To date, the Movement logo has not yet been used to fundraise for a humanitarian emergency, or to fundraise with an external partner. Therefore, while the processes and procedures, including the opt-in and opt-out mechanism, have been established, they could not yet be used in practice.

In addition, the reference group for the process of developing the Movement-wide principles for resource mobilization¹⁴ has as an objective to assess and promote global fundraising initiatives that use the Movement logo and to track any results achieved and lessons learned in order to improve future global fundraising initiatives that use the Movement logo. While National Society members of this reference group were regularly updated on the use of the Movement logo for communication and representation purposes, since the Movement logo had not yet been used for global fundraising initiatives, it has not yet been possible to meet this objective.

The reference group did, however, express the need to elaborate further on how funds will be allocated between Movement components if the Movement logo is used for global fundraising initiatives (as described in section 8 (b) of the Conditions and Rules). As a result, the IFRC and the ICRC developed a proposal for allocating funds, to be applied on a case-by-case basis according to the specific fundraising principles and allocation criteria set out in the Conditions and Rules. It proposes a percentage range based on a number of variables, including the operational footprint of the Movement components and the context (e.g. conflict, natural disaster or complex emergency) for allocating funds raised during a global fundraising campaign using the Movement logo. The proposal was presented at the last meeting of the reference group for the Movement-wide principles for resource mobilization in April 2017, and was well received by the participants. They encouraged the IFRC, the ICRC and National Societies to engage in further discussions on the proposal in the coming months, and to incorporate the additional fundraising data collected from and analysed by Movement components into these discussions.

Incorrect use of the Movement logo

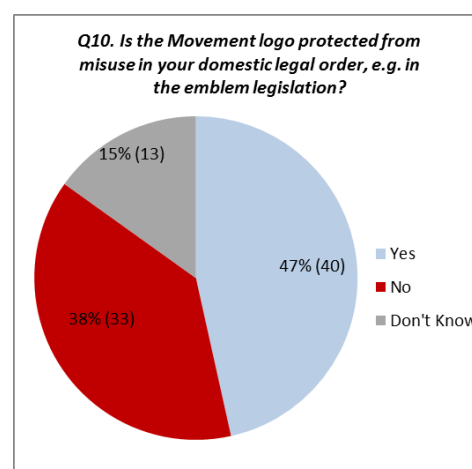
Since December 2015 there have been 18 known cases of incorrect use of the Movement logo, based on online scanning and monitoring. The majority of cases (12) were instances where the Movement logo was being used on third-party websites (e.g. linked to advertisements, videos, gaming or logos) that had no association with the Movement or any of its components. Furthermore, in these 12 cases, the Movement logo appeared to be used randomly – unconnected to any text or content associated with the Movement – and often involved a copied or distorted version of the logo.

¹⁴ More details on this reference group can be found in the 2017 Council of Delegates background report on the Movement-wide principles for resource mobilization at: <http://rcrcconference.org/resolutions-and-reports-cod-2017/>

Other known incorrect uses were linked to National Societies using the Movement logo inappropriately, for example, placing it on a document or webpage or using it for an initiative for which there had been no request or approval. One instance of incorrect use concerned an approved use of the logo, for World Red Cross and Red Crescent Day on 8 May 2016. In this case, three National Societies were found to have translated the logo text into languages other than the six official languages of the International Conference of the Red Cross and Red Crescent (N.B. the logo can be displayed in other languages but that use must have been requested and approved, and no requests were received in this case). However, these three National Societies also used the Movement logo the following year for 8 May, in one of the six languages of the International Conference. This and other inappropriate uses by National Societies were therefore most likely due to them being unaware of the Conditions and Rules rather than deliberate misuse, according to the monitoring and survey data. Finally, one media website used the logo to illustrate an article about the ICRC.

Legal considerations on using the Movement logo

The vast majority of the National Societies who took part in the survey (94% or 81 National Societies) responded that they had not faced any legal obstacles or challenges in displaying the Movement logo. Nearly half of respondents, (47% or 40 National Societies) reported that the Movement logo was protected from misuse in their own countries, and 38% (33) responded that it was not; 15% (13) said they did not know. Of the 33 that said the Movement logo was not protected from misuse, the main issue they identified was that the Movement logo was not currently approved or recognized in their domestic legislation. Some specified that their current legislation needed to be updated or that only the emblems or their own logos, names and/or initials were protected. Two National Societies reported that the protection of the Movement logo was pending inclusion in their domestic legislation.



4) CONCLUSIONS AND RECOMMENDATIONS

In summary, the following conclusions may be drawn and lessons learned from the findings on the use of the Movement logo since its adoption at the 2015 Council of Delegates:

- a. **Conformity with the Conditions and Rules:** In the ten instances where the Movement logo had been approved and used, the logo was used in line with the Conditions and Rules, particularly that its use remain exceptional. Only a limited number of separate incidents of misuse have been identified.
- b. **Awareness of use:** The majority of the National Societies that responded to the survey have seen the Movement logo in use, and more than a quarter of all 190 recognized National Societies used the logo for 8 May 2017 (up from less than one-fifth in 2016).
- c. **Primacy of Movement-component logos:** Most National Societies participating in 8 May activities chose to display just their own logo or their logo alongside the Movement logo, which demonstrates that the Movement logo is, as per the Conditions and Rules, not undermining the strength and primacy of the logos of Movement components.
- d. **Raising awareness of the Conditions and Rules:** The awareness-raising sessions, the Movement logo toolkit and other communication materials developed for 8 May have to some extent helped National Societies better understand the Conditions and Rules and the specific uses of the Movement logo. Most National Societies are familiar with the scenarios in which the Movement logo can be used, but less familiar

with the approval process, which is more technical and often does not involve all National Societies. Therefore, although many National Societies have seen the Movement logo and are familiar with it, further work is needed to raise awareness of the Conditions and Rules for its use and the related processes.

- e. **Managing enquiries and requests:** A comprehensive process was put in place to manage enquiries about the Movement logo and requests to use it. The process has proven efficient in processing requests. Informal requests to use the logo from National Societies have mainly been related to scenarios outside of the exceptional uses described in the Conditions and Rules.
- f. **Fundraising using the logo:** Preparations are in place to ensure that if an opportunity to use the Movement logo for a global fundraising initiative arises, a prompt response will be given on whether it can be used and the established processes for coordinating its use will begin. Because the logo has not been used for a global fundraising initiative with an external partner, acceptance of fundraising with the logo could not be gauged. Nonetheless, in the consultations on the Movement-wide principles for resource mobilization, it was recognized that, while the Movement logo is a tool that may allow the Movement to seize more opportunities to raise more funds for our work, a logo alone without Movement-wide strategic approaches to fundraising cannot guarantee more funding. Thus, the ongoing consultations on the Movement-wide principles for resource mobilization and associated deliverables will continue to explore how the Movement components can work together to maximize its fundraising potential.
- g. **Perceived benefits of the logo:** The majority of National Societies were of the opinion that the Movement logo had enhanced the positioning and visibility of the Movement, encouraged partnership and solidarity and *not* undermined the strength and primacy of their own logos. However, a considerable number (over a quarter) of National Societies neither agreed nor disagreed with these statements, and a small number disagreed.
- h. **Legal considerations:** Implementation of the Movement logo has not faced legal issues but it does not have legal protection from misuse in some countries.

Specific recommendations were identified through the self-assessment of the use of the Movement logo and the general activities carried out over the past two years in furthering the Movement branding commitments. The recommendations below will be implemented.

1. The IFRC and ICRC will continue to:
 - a. ensure that the Movement logo is used correctly and in accordance with the Conditions and Rules;
 - b. raise awareness among their staff and National Societies of the Movement logo and the Conditions and Rules by promoting the Movement logo communication toolkit and hosting more information sessions. Special emphasis will be put on ensuring National Societies are aware of the approval process;
 - c. monitor the use of the Movement logo, intervene and take adequate measures in the event of misuse or incorrect use, and encourage National Societies to take the necessary steps to ensure that the Movement logo is effectively protected in their countries (e.g. by adapting domestic legislation);
 - d. explore how National Societies perceive the benefits of the Movement logo and ways to measure and leverage the added value of using the Movement logo;
 - e. develop a Movement identity and any subsequent guidance for Movement components;
 - f. promote, disseminate and make use of the *Branding Toolkit*, specifically the guidance document “The red cross and red crescent emblems and logos in communication, fundraising and marketing” to help manage the individual logos of Movement components in a coherent manner;
 - g. discuss with National Societies the proposal for allocating funds raised, to be applied on a case-by-case basis when using the Movement logo for global

fundraising initiatives. This will be carried out in the next phase of Movement-wide resource mobilization.

2. National Societies will:
 - a. ensure that the Movement logo is used correctly and in accordance with the Conditions and Rules;
 - b. raise awareness of the Movement logo and the Conditions and Rules among their staff, volunteers and members and any relevant external audience, to ensure the Movement logo is used only as intended;
 - c. monitor the use of the Movement logo, intervene and take adequate measures in the event of misuse or incorrect use, and take the necessary steps to ensure the Movement logo is effectively protected in their countries (e.g. by adapting domestic legislation).