

Red Cross Red Crescent

Movement Branding Initiative

Branding Toolkit

January 2016



This Branding Toolkit has been created to help National Societies strengthen their brands and manage their reputation successfully in order to position themselves as leading humanitarian actors and remain relevant and competitive in today's changing environment.

The toolkit is the result of the International Branding Initiative. Communication, marketing and fundraising representatives from around 30 National Societies, the ICRC, and the International Federation have been involved in its realisation.

The toolkit is intended to be a living document. We encourage all National Societies to submit good practice examples of their work on brand, visual examples for the dos and don'ts section in the guidance document on the use of the red cross and red crescent emblems and logos, experiences, market research results, case studies and successes.

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WHAT DO WE MEAN WHEN WE TALK ABOUT BRAND?

When members of the Movement talk about their ‘brand’, it is not always clear what they mean. Some of them may be thinking of a logo or a design while others may have something more complex in mind.

When we speak about brand we mean what people think of us, their feelings about us, how they see us and experience us – locally, in each country, and throughout the world. This includes the way we represent ourselves visually – through our emblems (the red cross, red crescent or red crystal symbol) or our logos (the symbols plus the words describing our particular Movement component, i.e. a National Society, the International Federation or the ICRC) – and what we tell about ourselves. In addition people’s views and opinions about us is influenced by what others tell them. Managing our brand involves being aware of all these elements and seeking proactively to positively influence them.

To clarify what we mean by brand, the ICRC and the International Federation, together with a number of National Societies, have developed a working definition of the term ‘brand’ that we can share throughout the Movement.

Definition of ‘brand’ for the Movement

Our brands are the sum of people’s thoughts and feelings about the International Red Cross and Red Crescent Movement.

The better we manage our brands, the more people will understand what we stand for, what we promise and what we do. And the better people feel they know us, the more we can improve the lives of those who are vulnerable.

How can we manage our brands well? By acting according to our values and our Fundamental Principles (both what we do and how we do it) and reflecting them in the words and images we use.

Positioning Statement adopted by the Movement

As part of the effort to seek to establish a unified, Movement-wide approach to collective transnational communication, we developed a positioning statement.

The positioning statement is an internal tool that will help identify the essence and mission of our Movement and explain how we differ from our competitors and what are the distinctive features that make us unique, as well as the added value of Red Cross and Red Crescent work in the world.

“We are the International Red Cross and Red Crescent Movement.

We are a global humanitarian network which helps people prepare for, deal with and recover from crisis.

Whether you are facing natural or man-made disasters, armed conflict or health and social care issues, Red Cross and Red Crescent volunteers and staff are there to help, without adverse discrimination.

Guided by our Fundamental Principles, we mobilize the power of humanity to save lives and relieve suffering.”

Brand development

The first steps in effective brand management are these: determining the current state of your brand, deciding what your ambitions are for developing it, and then designing a process for improving your position in your key areas of operation and with your target audiences over time.

Step Brand audit and analysis: **01** identify your brand strengths, challenges and ambitions

Strategic analysis

The first thing to do is to carry out a strategic review of your organization/National Society's mission statement, strategic goals and objectives with the senior management team, to clarify their ambitions for the brand.

This should enable the team to identify the current strengths of your National Society's brand, in terms of the perceptions and experiences of members of the public and other key audiences.

It should also be treated as an opportunity to weigh two things against each other: what is most important to your National Society, in terms of public perceptions of the organization, with what it believes the key barriers, challenges and opportunities are, that might have an impact on the health of the brand and might therefore need to be addressed.

This process should enable your National Society to articulate clearly the brand-related problems you are going to address – that is, problems revealed by the brand review. A first communication to staff and volunteers should state the purpose and objectives of the review; it should also invite staff and volunteers to participate by contributing their views.

The objectives of a review would generally include wanting to clearly articulate and pro-actively manage perceptions of your National Society:

Purpose

To clarify for people what your National Society hopes to do

Essence

To be clear what your National Society is offering people in need

Values

To ensure that our Fundamental Principles are reflected in our work

Architecture

To improve visibility of the important work done by your National Society

Position

To strengthen your National Society's position in key areas of operation vis-à-vis its competitors.

Insight

First, you need to establish a strategic hypothesis: in this case, what the leadership think are the challenges facing your National Society. Then this strategic hypothesis has to be tested internally and externally.

Interviewing people who work or volunteer for your National Society can be helpful: it can provide useful insights and enable you to test some of the conclusions reached by your National Society. External research is also crucial. It is needed to understand what stakeholders are thinking and experiencing in relation to your National Society and how they view you in relation to your competitors.

Here you can find a sample questionnaire to see what queries you can include to explore what the image of your National Society is.

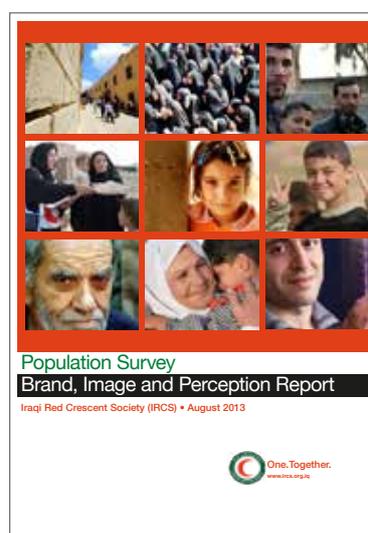
Where funds are available, working with external research agencies can be helpful in ensuring the objectivity of your research, the accurate representation (i.e. sound demographics) of the people you want to survey, the quality of your questions (making sure that they are not framed to elicit certain responses), and so on.

However, if funds are not available, a lot of research can be carried out informally using the same methodologies – with the help of Google and/or through partnerships with other National Societies.

Where possible research should be both qualitative (typically groups, telephone interviews, face-to-face interviews) and quantitative (typically surveys on and offline). This ensures that your thinking is directed by insights weighted by sheer numbers (that is, the number of people who think in a certain way about your National Society). It also ensures that your strategic thinking is not disproportionately influenced by the extreme views of a few individuals.

Summarizing, there are different way in which you can explore what stakeholders think about your National Society:

- [Carry out your own research \(face-to-face, telephone, or online surveys\)](#)
- [Engage the help of a professional research firm or work in partnership with other National Societies, the International Federation or the ICRC.](#)
- Purchase ‘questions’ in a generic survey carried out in your country*.



Step 02 Brand strategy development: identify strategic solutions for strengthening your position in key areas of operation

The research you carry out should not simply make clear what your key audiences think; it should also help to strengthen your position in key areas of operation by enabling you to identify what these people are looking for and what they believe they are getting from you in terms of:

Clarifying your **Relevance**

How relevant is what you are offering? For example: Is your ambulance service being replaced by government or private providers? Is there no longer a need for a national blood service?

Establishing whether people know what you are **Promising**

What do the public and other key audiences think the brand/your National Society is promising them? For example, support in the hurricane season, in times of food insecurity, and during floods. Are you able to meet or manage their expectations effectively?

* You can purchase ‘questions’ via the Omnibus surveys: Omnibus surveys provide those seeking information about markets and opinions with a means to get quick, relatively low cost answers to their questions without financing and organising a full market or opinion research survey themselves. The research company conducts a number of interviews with the target group on a regular basis: these interviews combine a number of standard questions which are always asked - generally including demographic information (age, sex, occupation) or company classification information for a business survey - with questions effectively sponsored by clients. The answers to these questions are analysed shortly afterwards, cross-referenced with some or all of the classification data, and delivered to the client either as tables or in a report.

Making sure that the public can **differentiate** you from the competition

Can the public tell the difference between the work you are doing and the work of other aid or commercial agencies that offer the same services? If they can tell the difference, how do they rate what you offer as a National Society vis-à-vis your competitors?

Ensuring you understand the key **drivers** of involvement for people

What are the key drivers for people using your services, volunteering, giving, and lobbying on behalf of beneficiaries? What motivates people to get involved and stay involved with you – and are you mindful of this in your communications?

Using the insights generated during the audit and analysis phase described above, your National Society can now begin to develop its thinking in terms of its actual and desired:

- ➔ Brand *purpose*
- ➔ Brand *essence*
- ➔ Brand *values*
- ➔ Brand *architecture*
- ➔ Brand *position*
- ➔ Brand *relevance*
- ➔ Brand *promise*
- ➔ Brand *differentiation*
- ➔ Brand *drivers*

A brand strategy should begin to emerge from the analysis. The strategy should identify the most important messages and offers as well as the key audiences, key areas of operation, key external contexts and key competition. The next stage is to determine how to leverage the power of your brand in various contexts and among different audiences.

Step 03 Brand engagement: engaging key audiences with your brand

Once the strategic priorities have been established, plans for engaging key audiences have to be developed. This is to ensure that all of your stakeholders, internal and external, have a positive experience and that your brand is managed uniformly across all your points of interaction with your audiences.

Brand implementation – developing guidelines

All elements of the organization must ‘live the brand’. It helps if you can create guidelines that enable everyone to present the organization and behave in a uniform and consistently positive way.

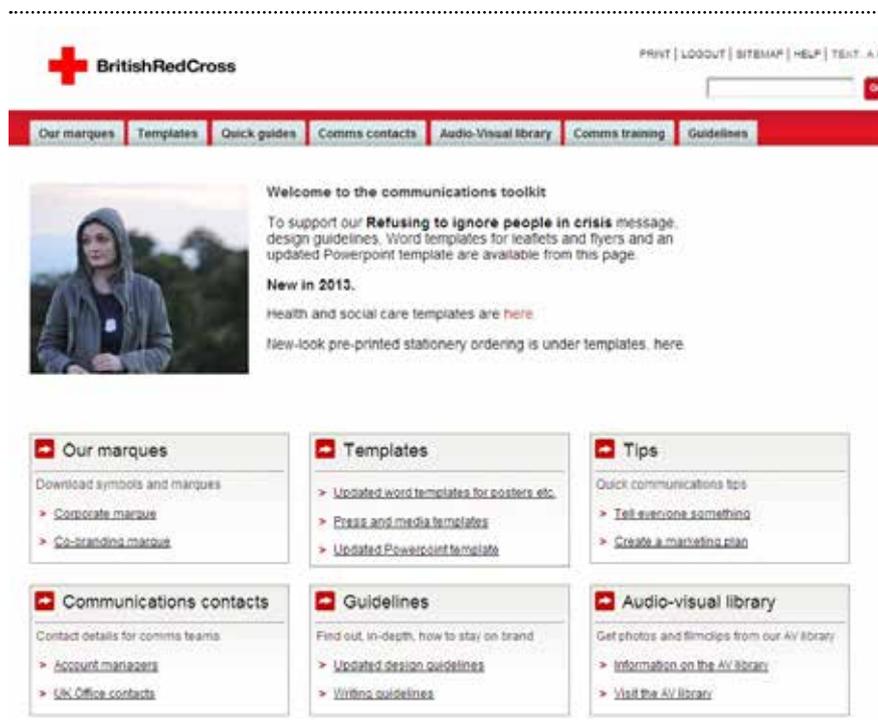
Ideally, all your work should have one look and the same feel. You will need to create guidelines for your design (visual identity), the type of photos you use, and the way in which you write and talk about yourselves (writing style, tone of voice and key messages).

The International Federation can put you in touch with other National Societies who have done this work already. The guidelines produced by the International Branding Initiative, on the use of the emblem, that you can find in the following chapter, will also be of help.

In addition you need to think about your National Society’s action and how it reflects, at every level, the Movement’s Fundamental Principles and any other values your National Society may have adopted.

Brand empowerment – access to resources

Creating guidelines is not enough; you also need to provide tools and templates to help people to implement them. Some National Societies have created online brand portals (websites) where staff and volunteers can access all of these resources. Others have created printed guidelines. It is vital that the guidelines do not stifle all creativity. A certain amount of flexibility should be built into them, keeping in mind the need for compliance with the 1991 Emblem Regulations. Social media, workshops, online training, award and rewards can all be used to inspire your people to live your brand. Brand champions are key and are needed at every level of the organization, starting with the secretary general and senior management.



Brand portal: Staff and volunteers can access and download resources that can help them produce content ‘on brand’.

Brand engagement – inspiration through storytelling

Finally, engagement is best facilitated by storytelling - both positive and negative, demonstrating both successes and areas for improvement. To show the positive impact of your work on brand you can share results from research. Choose key metrics/indicators to highlight your successes when explaining what has been achieved internally and externally by your organization.

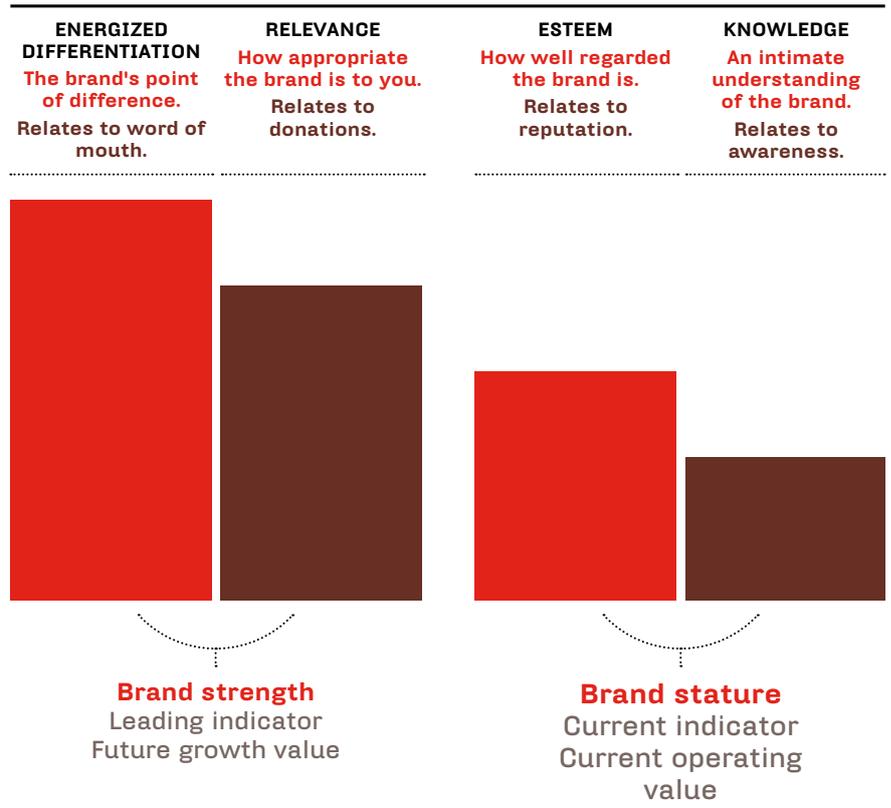
There are opportunities for National Societies to use the same model; they can pursue these through the International Federation, or other National Societies, who will put them in touch with those who have experience of this or other simpler models.

Step 04 Brand monitoring and evaluation

Ideally, each National Society should be measuring how it is seen by key audiences and track their perceptions over time.

Informal surveys and focus groups and anecdotal feedback can be useful when budgets are not available to track movement of perception over time.

Some National Societies have already started using proprietary models linked to specific brand consultancies: for instance, the [Brand Asset Valuator](#) model outlined below.



➤ The business case for branding

Finally, in order to gain the support of your governing board and senior management team, and to obtain the investment needed to strengthen your brand, the case for investment in research, design, promotional materials, workshop activity with staff and volunteers etc. needs to be made. It should include the need to remain competitive in terms of resource mobilization or fundraising, recruiting volunteers and increasing access to services.

A full presentation on this is available is available on Fednet in the brand section.

BRAND PROCESS

SUMMARY OF BRAND PROCESS IN SEVEN STEPS.



1. Strategic analysis:

Mission statement, objectives, focus group, research, identification of issues, ambitions and purpose of National Society.

2. Insight:

- Internal and external research of stakeholders opinions, context analysis, perceptions, competitor analysis.

3. Strategic solutions:

- Brand model and architecture, key messaging, internal engagement, incorporation of insight gained from research, differentiation, values, attributes, what people can expect, how to leverage the power of brand in different contexts.

4. Implementation:

- All elements of the organization must 'live the brand'. Need to create guidelines for visual identity, behaviour, images, writing style, tone of voice, website and social media, merchandise, based on insights and strategic solutions.

5. Empowerment:

- Creation of brand portal. Allow user to maintain some creativity and flexibility in what they want to produce and provide some easy to use brand materials such as images and key messages. Create a short memorable phrase to describe your National Society that everyone can remember and use consistently. Give technical assistance. Use brand champions and political influence to create a positive brand culture.

6. Engagement:

- Storytelling – both positive and negative, demonstrating both successes and areas of improvement by using brand insights and tools. Share research results, using clear metrics to highlight successful achievements. Work on gaining internal commitment to live out your values and Fundamental Principles. Share research results so all internal stakeholders understand current brand position and issues.

7. Monitoring and evaluation:

- Brand tracking and evaluation. Periodically ask the same questions in formal or informal research to determine if your strategic solutions have shifted perceptions.

BRAND MODEL

Working with a simple brand model can clarify the importance of a brand exercise for the Movement or for a particular National Society. In particular, a brand model can help an organization to understand where it is and to visualize where it wants to go and what it wants to achieve.

An example of a brand model is as follows:



THE RED CROSS AND
RED CRESCENT EMBLEMS
AND LOGOS

**IN COMMUNICATION,
MARKETING AND
FUNDRAISING**

INTRODUCTION

The red cross and red crescent emblems are among the most recognized, respected and trusted symbols in the world. They are first and foremost signs of the protection conferred on armed forces' medical services and authorized civilian medical services in times of armed conflict. They are also the symbols of the impartial, neutral and independent humanitarian action of the International Red Cross and Red Crescent Movement (the Movement) and its components¹.

Although we, the components of the Movement, operate autonomously and frequently offer different humanitarian services, we are united by our use of the emblems and by the Fundamental Principles of the Movement.

The world often views us as a single organization, and therefore the actions of one Movement component can have a direct impact on the reputation or image of another. As part of the Red Cross and Red Crescent "family," we have a responsibility to display the emblems and our respective logos correctly, consistently and coherently so that we can continue to save lives and help people in need in the years to come.

This guidance document aims to clarify the 1991 Regulations on the Use of the Emblem of the Red Cross or the Red Crescent by the National Societies (Emblem Regulations).² It complements the "Red Cross, red crescent and red crystal emblems: Design guidelines," produced by the International Federation of Red Cross and Red Crescent Societies (International Federation), and the Study on the Use of the Emblems: Operational and Commercial and Other Non-operational Issues (Emblem Study) by the International Committee of the Red Cross (ICRC).³

This document also includes recommendations based on good branding practices to help us be more consistent in how we represent ourselves and capitalize on the strength of our brands. It features concrete examples of good practices and lists "dos and don'ts" to help us understand what can and cannot be done within the framework of the 1991 Emblem Regulations when displaying the emblems or our logos.

This tool seeks to illustrate the correct use of the emblems and of the logos of Movement components; it is not intended to replace, relax or expand the legal and regulatory framework. While it generally refers only to "National Societies" for the sake of readability, the advice and recommendations are relevant for all components of the Movement, including the ICRC and the International Federation.

The red cross and red crescent emblems in a nutshell

The emblems can be used in two distinct ways:⁴

- 1 **Protective use:** In armed conflicts, the emblems are the visible sign of the protection conferred by the Geneva Conventions and their Additional Protocols. When displayed as a protective device, the emblems must be displayed on a white background, without wording or additional graphics, designs or inscriptions.
- 2 **Indicative use:** The emblems show the link that a person, object or building has with the Movement and its components. In such cases, the emblem displayed as part of the logo of a Movement component must be accompanied by additional information (e.g. the name or initials of the National Society). The emblems

must be of small dimensions and may not be placed on armlets or on roofs, so as to avoid any confusion with the emblems used as a protective device.

For more information on the emblems please go to <http://www.icrc.org/eng/war-and-law/emblem/index.jsp>

In 2005, a third Protocol additional to the Geneva Conventions was adopted, recognizing an additional emblem: the red crystal.⁵ For more information about the red crystal go to <https://www.icrc.org/eng/resources/documents/misc/emblem-keyfacts-140107.htm>

The rules and recommendations provided herein apply to all cases in which any of the emblems or National Society logos are displayed.⁶

1. *The International Red Cross and Red Crescent Movement comprises the International Committee of the Red Cross, the National Red Cross and Red Crescent Societies and the International Federation of Red Cross and Red Crescent Societies.*

2. *The Regulations on the Use of the Emblem of the Red Cross or the Red Crescent by the National Societies specify how the emblems may be used by the National Societies in line with the 1949 Geneva Conventions and their Additional Protocols. They were adopted by the 20th International Conference of the Red Cross and Red Crescent (Vienna, 1965) and revised by the Council of Delegates (Budapest, 1991) and submitted to all States party to the Geneva Conventions before entering into force.*

3. *The Emblem Study was prepared by the ICRC in consultation with States, National Societies and the International Federation, and was first presented to the Council of Delegates in 2009. Resolution 2 of the 2009 Council of Delegates, "Strategy for the Movement," welcomed the Study and called upon components of the Movement to implement and promote the recommendations of the Emblem Study to enhance the implementation of the rules governing the use of the emblems.*

4. *1991 Emblem Regulations, Art. 4.*

5. *To see an illustration of the red crystal, please refer to the Annex of Additional Protocol III.*



EMBLEMS, LOGOS AND BRANDS – WHAT’S THE DIFFERENCE?

The **distinctive emblems** ¹ are primarily symbols of the protection conferred in armed conflict. When displayed as a protective device, they must always be large and displayed on a white background and in their original form without additional wording.⁷ The large size and absence of wording are intended to ensure visibility and easy recognition, even from a distance.



¹

The emblems are also used for indicative purposes to indicate an association with the Movement. In such cases, the emblems are incorporated into the logos of Movement components, and the logos are intended to ensure instant recognition and identification of the individual organization, its brand and its activities. When used as an indicative device, the emblems must be accompanied by the name or initials of the Movement component.⁸ The display of a National Society’s logo constitutes indicative use of the emblem. The ICRC and the International Federation and must also display their logos in line with the 1991 Emblem Regulations.

As our logos contain the emblems and the designations (the words “Red Cross” or “Red Crescent”), which are protected under the 1949 Geneva Conventions and their Additional Protocols,⁹ we must take care to ensure that our members, staff and volunteers display them correctly and in line with agreed rules.

The National Societies do not, in fact, own the emblems. The State grants National Societies the right to display the emblems in accordance with the 1949 Geneva Conventions and their Additional Protocols, the 1991 Emblem Regulations and domestic legislation.¹⁰

Our brands consist of what people think and feel about us. Oftentimes, people associate the concept of brand with a visual identity or logo, however, it extends well beyond just the visual representation of an organization. A brand is the collection of images, perceptions and feelings that others will have of an organization. It is the sum of our values, actions and attitudes, as well as of our words and images.

² – **A National Society’s logo** must be composed of one of the distinctive emblems displayed together with the name or the initials of the organization. ¹¹



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6. The red lion and sun was recognized as the third distinctive emblem at the 1929 Diplomatic Conference. It was used by Persia until 1980, when the Islamic Republic of Iran declared that it would use the red crescent as its distinctive symbol instead. However, the Islamic Republic of Iran reserved the right to return to the red lion and sun should new emblems be recognized.
7. 1991 Emblem Regulations, Art. 5 para. 1 and Art. 6.
8. *Ibid.*, Art. 5 para. 2.
9. First Geneva Convention, Article 44.
10. 1991 Emblem Regulations, Art. 2.
11. *Ibid.*, Art. 5 para. 2.

3 – The **ICRC’s logo** consists of the red cross enclosed in a double circle on a white background, containing the text “COMITE INTERNATIONAL GENEVE,” with the acronym “ICRC” (or any agreed translation thereof) written in capital letters underneath the roundel. Both elements must always be included as part of the logo.



4 – The **International Federation’s conventional logo** includes the following elements:

- (a) The red cross and the red crescent side by side (on a white background) enclosed within a red rectangle – the emblems cannot be used alone.
- (b) The full name “International Federation of Red Cross and Red Crescent Societies” (or any agreed translation thereof) is left-aligned to the right of the two emblems.

The relationship between these elements is fixed and must not be altered.



5 – The **International Federation has developed a logo suitable for digital platforms** that have limited space, such as mobile phones. The digital logo consists of the red cross and the red crescent emblems on a white background enclosed in a red rectangle. The word “international” in all capital letters is centred above the rectangle, and the word “federation” in all capital letters is centred below the rectangle (note: the words may be any agreed translation thereof). The digital logo should only be displayed in very specific circumstances, as described in the International Federation of Red Cross and Red Crescent Societies Digital Logo Guidelines.¹²



12. The International Federation of Red Cross and Red Crescent Societies Digital Logo Guidelines from September 2015 is available at: <https://fednet.ifrc.org/PageFiles/122628/IFRC-guidelines-digital-space/logo-EN-092015.pdf>

13. The resolution on the adoption of the Movement logo (CD/15/R2) and the conditions and rules for the use of the Movement logo are available at: <http://rcrcconference.org/council-of-delegates/documents>

6 – The **Movement logo** was adopted by the 2015 Council of Delegates to enhance the Movement’s collective brand. It is to be used exceptionally for representation, communication, fundraising and promotional purposes for emergencies, events, themes or campaigns of global concern. The Movement logo is composed of the red cross and red crescent emblems displayed side by side on a white background, together with the words “international” and “movement” in capital letters encircling the emblems, and a line closing the circle. The Movement logo can only be used as set out in the conditions and rules governing its use, which include the requirement to seek prior approval for its use and display.¹³



Dos and don'ts on displaying an emblem as part of a National Society logo

There are some basic rules that must be followed when displaying an emblem as part of a National Society's logo for the purposes of identification and association with the Movement (i.e. indicative use of the emblem). Some of these dos and don'ts are based on the 1991 Emblem Regulations, while others are recommendations reflecting good branding practice. We have used dos and don'ts as the simplest, shortest and most direct way of providing guidance.

Dos

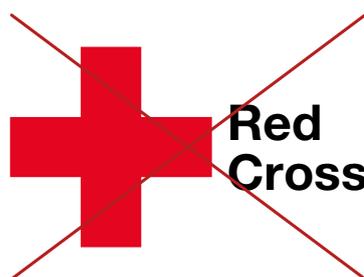
- > Do ensure that the cross and the crescent are always displayed in plain red.¹⁴ While the colour is not regulated in the Geneva Conventions or the 1991 Emblem Regulations, it is recommended that C0 M100 Y100 K0 or Pantone® 485 be used for the sake of consistency.
- > Do ensure that the red cross and the red crescent always appear on a white background.¹⁵ No variation – not even beige or grey shading – is allowed as a substitute for the white background.
- > Do ensure that the red cross and red crescent retain their original form. (The shape and direction of the red crescent are not regulated.)¹⁶
- > Do ensure that the red cross and the red crescent are always two-dimensional, not three-dimensional.¹⁷
- > Do ensure that the full name or the initials or acronym of your National Society is included in the logo (for example in a roundel or next to the emblem) in order to ensure that the logo is identified with your National Society.¹⁸



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Don'ts

- > Don't draw on, decorate or include additional writing or graphics with the red cross or red crescent or the white background within the boundary or frame of the logo.¹⁹
- > Don't alter the shape of the red cross or red crescent, such as by stretching or distorting the emblem.²⁰
- > Don't display a red cross or a red crescent on its own without the name or initials of your National Society, in order to avoid any confusion with the emblem displayed as a protective device.²¹



USING A LOGO FOR PROMOTIONAL ACTIVITIES

Promotional, marketing and advertising materials produced by components of the Movement

When producing branded communication products or tools (e.g. brochures, flyers, posters, magazines and other publications, websites, video spots, compact discs and other audiovisual materials), the National Society logo should be displayed insofar as possible.²²

It is also important to consider the placement of the National Society logo and the media channel when producing any type of material to support campaigns and events organized by a National Society.

Specifically, for a TV or online spot or public service announcement (PSA), it is an advertising industry standard practice to display an organization's logo at the end of the spot, or in its final credits. A National Society's logo or the emblems can also be displayed during the spot (or in photos or illustrations) as long as the logo or emblems shown are being used in an authorized manner. For example, the logo of a National Society may be displayed on the clothing of its staff or volunteers being filmed while providing assistance during an emergency. This TV spot on the protection of health care workers during armed conflict is a good example: <http://www.youtube.com/watch?v=Gh60NQT3qo>

When displaying a logo or an emblem in a spot or a photo, it is important to make sure that the manner in which it is displayed would not undermine the prestige of or respect for the emblem or the reputation of the National Society or the Movement. For example, an image of a person holding a weapon in close proximity to the emblem or a National Society's logo should not be shown.

In cases where multiple Movement components collaborate on promotional material, or on an advertisement, PSA or spot, the logos of those components may be displayed at the end if desired. Below are two audiovisual examples.

Restoring Family Links – <https://www.youtube.com/watch?v=tZQhecVJVik>

Silent Disasters Campaign – <https://www.youtube.com/watch?v=F8z5v0iaVtY>

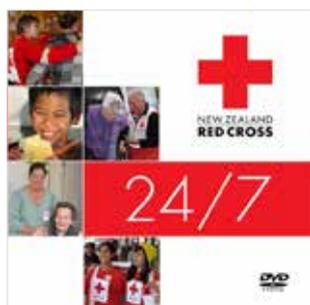


For online promotions, it is important to remember that there are no geographic borders on the internet and that once an advertisement or spot is posted on a given site, it is accessible virtually anywhere in the world. Users can access material posted by any component of the Movement regardless of where they come from or where they are accessing the internet. While digital media is an essential promotional tool, it creates, by its very nature, challenges for maintaining and preserving a strong and coherent brand identity.

The following dos and don'ts are a combination of good communication and branding practices and reflect the requirements of the 1991 Emblem Regulations for all promotional, marketing and advertising materials.²³ The basic dos and don'ts above pertaining to displaying an emblem as part of a National Society logo also apply.

Dos

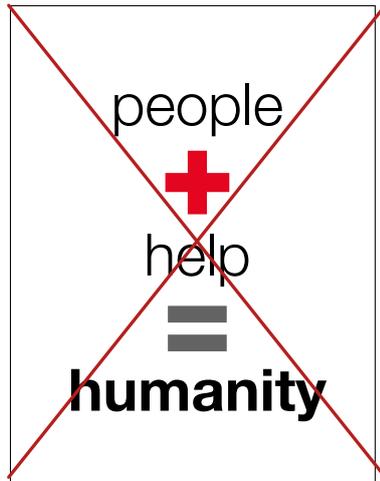
- > Do use your official logo, which includes the red cross or red crescent emblem and the complete name or initials of your National Society on a white background.²⁴
- > Do ensure that the logo is not a dominant feature of the communication tool. The size of the logo will vary according to the size of the communication tool/product; however, it should be relatively small. This guidance is from the 1991 Emblem Regulations²⁵ and is intended to avoid any confusion with the protective use of the emblems. The regulations do not, however, give measurements or specify proportions. It is therefore up to National Societies to use good judgement on the appropriate size.
- > Do ensure that there is no confusion regarding who is behind a television or online advertisement. To show that your National Society is responsible for an advertisement, your National Society's logo can, for example, be placed at the end of an advertisement, or at the beginning if more appropriate.
- > Do ensure that the configuration and resolution of the logo is appropriate for the internet, television or other media channel so that it is not distorted. Digital display in particular can change the shape of content.
- > Do ensure that the red colour of the red cross or red crescent is in line with the one your National Society uses. Colours can change in both print and digital formats, including on individual computer screens.
- > Do ensure that all communication materials and tools, including advertisements, that display your National Society's logo represent your National Society's humanitarian activities and not its commercial or business ventures (see the section below on commercial ventures conducted by National Societies).



Don'ts

- > Don't draw or write on the red cross or red crescent, or on the white background surrounding the red cross or red crescent inside the logo.²⁶
- > Don't create any branded materials or tools that are incompatible with the Fundamental Principles, humanitarian values or mission of the Movement or that might be considered as controversial.²⁷
- > Don't incorporate a red cross or a red crescent as a design element, for example, as a repetitive decoration or a typographic embellishment (such as a "plus" or "multiplication" sign), as these techniques could undermine the prestige of the emblem.
- > Don't incorporate your National Society's logo into artwork or use it as a design element. As a good branding practice, it is imperative to maintain the integrity of your National Society's logo and not reduce its strength by using it as a design element.

- > Don't display the emblem on its own (i.e. without your National Society's name or initials) on communication products or tools as a graphic or design element. The only exception is in the circumstances defined in the section below on the decorative use or freer design of an emblem (page 12-13).



Billboards

When creating a billboard to support a public communication or promotional initiative, or campaign, the same considerations apply as for the other marketing and promotional tools mentioned above. But because of a billboard's size, it is essential to ensure that the logo does not dominate the advertisement, so as to avoid confusion with the emblems used as a protective device. Therefore, the additional dos and don'ts below should be taken into consideration.

24

Dos

- > Do ensure that the logo is small in proportion to the billboard and that it is not a dominant feature of the billboard's design and layout.
- > Do consider the location of the billboard and try to avoid any display of an advertisement in places that would be likely to create confusion in the minds of the public or undermine the prestige of or respect for the emblems or the reputation of your National Society or the Movement, e.g., next to a religious institution, a military facility or the headquarters of a political party.
- > Do pay attention to the proximity of other billboards that might, by association, affect the emblem's or your National Society's image, for example, advertisements for alcohol or tobacco products or for gambling establishments.



Branded products for sale or to give away (merchandise)

The 1991 Emblem Regulations include several rules regulating branded items or services produced, sold or distributed by a National Society.²⁸ While it is common sense, the choice of items for sale or distribution should nevertheless always be considered carefully, keeping in mind the implications this choice might have on the image and reputation of your National Society or the Movement as a whole and for the respect for and prestige of the emblem. Promotional items for sale or to give away can include pens, posters, calendars, key chains, mouse pads, memory sticks, clocks, first aid kits, paperweights and clothing, including T-shirts, caps, etc.

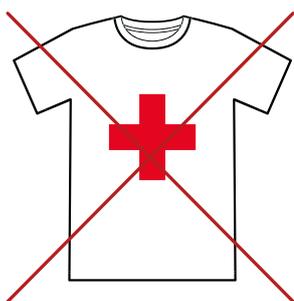
In addition to the dos and don'ts for promotional, marketing and advertising materials, the following should also be considered:

Dos

- > Do display the National Society's logo only in small dimensions and discretely on any branded product for sale or to give away, e.g. on T-shirts, caps or first aid kits, to ensure that there is no confusion with the protective use of the emblem.²⁹
- > Do consider having your National Society's logo be accompanied by a design, tagline or slogan identifying a campaign or event.
- > Do consider the potential end users of branded items, such as items of clothing, to prevent those items from being used in the future by persons with no affiliation to your National Society and/or in circumstances liable to undermine the respect for and prestige of the emblem or the reputation and image of your National Society or the Movement (e.g. a branded t-shirt worn by protestors or a person carrying out an act of violence, or branded caps and t-shirts donated for second-hand distribution later worn by people in areas of conflict).



Don'ts



- > Don't print a large red cross or red crescent on its own on T-shirts for sale or to give away or cover the front or the back of the shirt. This would represent protective use.³⁰

- > Don't permit any branded items that lend themselves to misuse or to a wider circulation that would be liable to undermine the respect for the emblem or the image or reputation of your National Society or the Movement (e.g. a branded pocket knife or other tool that could be used as a weapon).³¹
- > Don't allow branded items or merchandise to be used by individuals or organizations that do not have the best interest of your National Society or the Movement at heart, or who may portray a negative image.³²

Banners, flags and signage

When creating banners, flags or large signs for special events, ensure that the logo is displayed discreetly to avoid any confusion with the emblem displayed as a protective device.³³ In addition to the dos and don'ts for promotional, marketing and advertising materials, particular attention must be paid to the following:

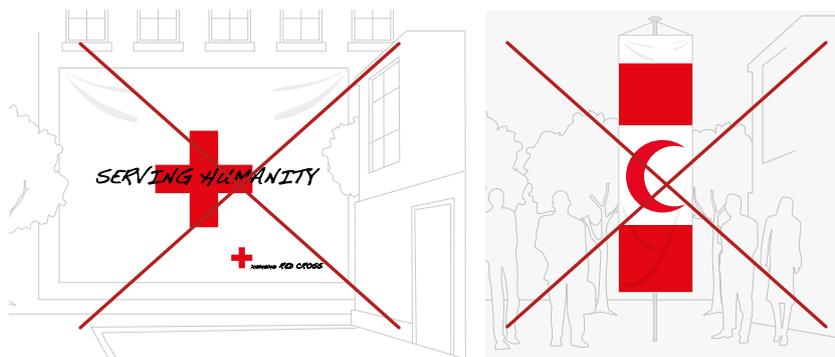
Dos

- > Do ensure that the logo is displayed discreetly, for example, in a corner of a sign or at the bottom of a banner.
- > Do consider the circumstances and/or the location where the banner, flag, or sign will be displayed, in order to preserve the prestige of and respect for the emblems and the image and reputation of your National Society and the Movement.



Don'ts

- > Don't display the emblem in large size or without the name or initials of your National Society on flags, banners or signs, as this could create confusion with the emblem used as a protective device.³⁴



Promotion with Movement partners

As previously highlighted, National Societies often work extensively with one another and with the International Federation and the ICRC in promoting our humanitarian work. In addition to the dos and don'ts for promotional, marketing and advertising materials, the following guidelines should be considered in order to be coherent in joint promotional activities and enhance the design of communication tools used during such partnerships within the Movement:

Dos

- > Do place the logos of the partnering components of the Movement alongside one another. In terms of presentation, it is recommended that the emblems be aligned as much as possible.
- > Do ensure sufficient space between logos on all sides, equal to the height of the red cross or red crescent.



Don'ts

- > Don't alter a National Society's logo to make it more harmonious with the others, for example, don't change a horizontal layout to a vertical one.



Decorative use or freer design of the emblem

The 1991 Emblem Regulations provided for the possibility of using an emblem for decorative purposes or using a freer design of the emblem.³⁵ This is meant to enable National Societies to display the emblems in a more creative or dynamic manner to meet contemporary communication and fundraising needs. This freer design can be a shape or a variation of an emblem, such as an outline, as long as it is not a close imitation. In addition, a National Society's logo must be displayed in close proximity.

There is also the possibility to display an emblem on its own in small size for decorative purposes in exceptional circumstances, such as for a specific campaign, and only if this freer design is displayed together with or in close proximity to the logo of a National Society.

A freer design can be used in association with public events or on materials intended to promote the National Society and/or the Movement, such as films, publications, medals or other tokens of acknowledgement.³⁶ On a webpage, this might also be achieved by a "one click away" approach, whereby clicking on the freer design of an emblem would take users to a National Society's webpage, where they would find an explanation of the campaign.

Decorative use of the emblems is allowed as long as national legislation does not prohibit it and it does not tarnish the prestige of the emblem or cause confusion with the protective function. Furthermore, the freer design should not in any manner be liable to undermine the image and reputation of the National Society or the Movement.

If a decision is made by your National Society to develop a freer design of the emblem for a specific campaign, the following guidance must be considered.

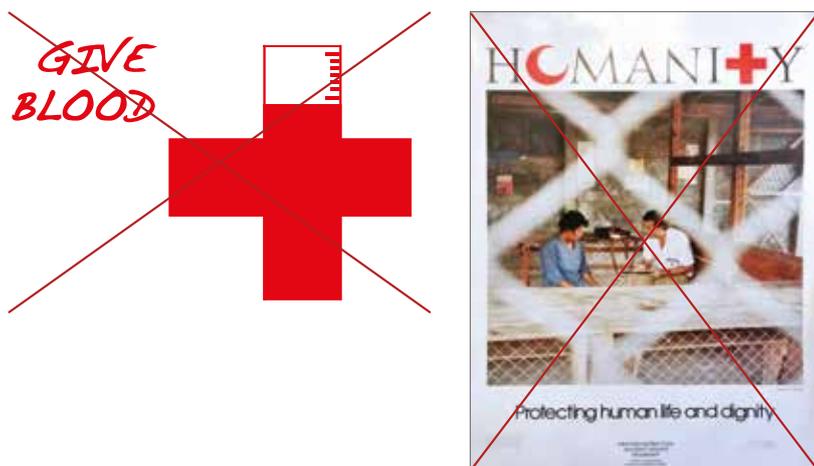
Dos

- > Do use the emblem for decorative purposes on a temporary basis only, with restraint and careful consideration of any risks or possible adverse consequences.
- > Do use the freer design only as part of your National Society's promotional and fundraising activities, for example on materials intended to promote your National Society and/or the Movement (such as videos, publications, online channels) or during public events.³⁷
- > Do display the freer design of the emblem together with your National Society's official logo, insofar as possible.³⁸
- > Do ensure that there is no risk of confusion between the freer design and the emblem displayed for protective purposes.³⁹
- > Do verify that the decorative use of the emblem conforms to domestic legislation and to the national context. Consult your National Society's legal advisor or department, or if required, any relevant public authorities.⁴⁰



Don'ts

- > Don't display a freer design of an emblem in typical cases of indicative use, such as on buildings, vehicles, uniforms or other forms of identification or on the letterhead of your National Society.⁴¹
- > Don't use a freer design of the emblem in an operational context or for operational purposes.
- > Don't incorporate or merge a decorative emblem into the individual logo of a Movement component.
- > Don't allow the display of a freer design of the emblem in third party partnerships, including on the marketing, advertising or digital materials of a corporate partner and/or on third party items for sale or distribution.



Displaying the emblem or a National Society's logo in films

In addition to producing films or spots for promotional purposes, Movement components often produce films, including animated films, to raise awareness of certain issues or humanitarian challenges, to teach international humanitarian law or to describe the history and work of the Movement.

An emblem or a National Society's logo can be displayed during a film as long as the display depicts an authorized use. For example, an emblem can be displayed on an ambulance transporting the wounded during an armed conflict. A National Society's logo may, for example, be displayed at the beginning or end of a film to demonstrate they are responsible for producing the film, or on the clothing of its staff or volunteers being filmed while providing assistance after a disaster. The emblems may not be displayed on their own without additional wording as a design feature in an animated film or to indicate the location of Red Cross or Red Crescent branch offices.

Below are two examples.

Rules of war (in a nutshell) – <https://www.icrc.org/en/document/rules-war-nutshell>

Children First Aid: Child choking – <https://www.youtube.com/watch?v=EYxPDzAWrRU>



DISPLAYING THE EMBLEM OR A LOGO ON PREMISES, EQUIPMENT OR RELIEF ITEMS FOR DISTRIBUTION

Often National Societies' communication, marketing or logistics staff are requested to arrange for the placement of their National Society's logo or an emblem on property, office buildings, warehouses, vehicles, equipment and other objects, such as uniforms and items for distribution.

The most important point to consider is that the display of a logo is for indicative use (i.e. to show the link that a person, facility or vehicle has with a Movement component), and should in no way be liable to cause confusion with protective use (see box). Another essential point is that only the official logo of a National Society can be used for indicative purposes on buildings, premises, vehicles,⁴² uniforms and other items of clothing, and relief items for distribution.⁴³

Additionally, when a National Society is working in partnership with other Movement components, there may be a need or desire to display a National Society's logo together with one or more logos of its Movement partners on buildings, vehicles, items of clothing or other items, as explained in this section. This display is allowed as long as there are no legal restrictions under domestic law. The joint display of various Movement logos should also not create a risk of confusion as to which Movement component is conducting an activity.

This section provides guidance on and illustrations of the use of a National Society's logo on premises, vehicles, equipment and other objects, so as to ensure that such use complies with the 1949 Geneva Conventions and their Additional Protocols and with the 1991 Emblem Regulations, and is in line with agreed National Society practices. The dos and don'ts below complement the guidance already provided in the previous section on displaying an emblem for indicative purposes.

Protective use of the emblems

Displaying an emblem on its own constitutes protective use and is meant to mark medical and religious personnel and equipment which must be respected and protected in armed conflict, in accordance with the 1949 Geneva Conventions and their Additional Protocols.⁶¹ A National Society may display the emblem as a protective device in the situations below.

First, National Society staff, facilities and vehicles acting within the National Society's auxiliary role to armed forces' medical services, and placed at their disposal,⁶² may display the emblem as a protective device.

Second, public authorities may, subject to domestic legislation, authorize civilian medical facilities, vehicles and personnel to display the emblem as a protective device in times of armed conflict.⁶³ This provision also covers National Society medical facilities, vehicles and personnel, which, when authorized by their public authorities and in line with domestic law, may display the protective emblem. However, that entitlement remains restricted to situations of armed conflict.

Lastly, in peacetime, a National Society may display the emblem on its own as a preparatory measure, with the consent of the public authorities, in order to mark medical facilities and vehicles assigned to carry out medical services in the event of armed conflict.⁶⁴

For more details see: <https://www.icrc.org/eng/resources/documents/publication/p4057.htm>

On buildings, premises, vehicles and other equipment

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Dos

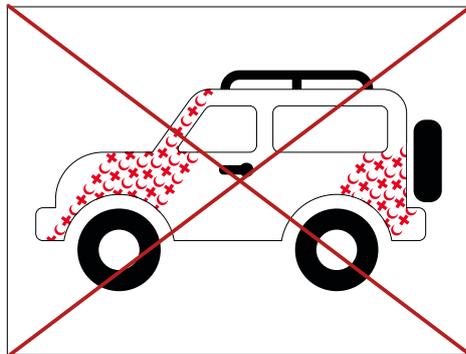
- > Do ensure that only the official logo of your National Society is displayed on your National Society's buildings and premises (for example, to mark hospitals, medical facilities or aid stations that are run by your National Society), as well as on vehicles and other equipment.⁴⁴
- > Do ensure that your National Society's logo is always displayed discretely on your buildings or facilities, including within the premises (for example, in the reception area of a building). The logo must be relatively small in order to avoid confusion with the protective emblem, in particular in times of armed conflict.⁴⁵
- > Do ensure conformity with domestic legislation if your National Society intends to permit third parties to use the emblem in peacetime to mark vehicles used as ambulances or aid stations assigned for the free treatment of the wounded and sick.⁴⁶ In this case, your National Society must regularly monitor the use of the emblem and reserve the right to withdraw its authorization.⁴⁷
- > Do assess the activities, image and reputation of any external persons or organizations with whom your National Society is sharing, or plans to share, a building or premises. In particular, do ensure that their reputation and activities would not undermine the prestige of the emblem or the perception of your National Society and/or the Movement.⁴⁸
- > Do consider any consequences that could arise from the display of multiple Movement components' logos on buildings, premises, vehicles or other equipment, in particular when working with Movement partners in an operational context.

- > Do place your National Society's logo in small size on vehicles sponsored or provided by an external partner and include a clear explanation of the assistance received by your National Society.⁴⁹ In the case of a corporate partner, do ensure that the partner complies with the selection criteria defined in the 2005 "Movement policy for corporate sector partnerships."⁵⁰



Don'ts

- > Don't display your National Society's logo on the roof of a building or vehicle, as the display of the emblem on roofs is reserved for protective use in times of armed conflict. There is an exception to this rule: hospitals or facilities of a National Society that would be assigned to provide care to the wounded and sick in times of armed conflict and that would, therefore, be authorized to display the emblem on its own in peacetime as a preparatory measure.⁵¹
- > Don't display the emblem on buildings or premises belonging to but not occupied by your National Society (e.g. if it rents or lends property to a third party). If your National Society occupies part of a building, the logo should only be displayed on/in that part.⁵²
- > Don't display the logo of an external partner on buildings, premises, vehicles or other equipment.



On uniforms, other items of clothing and badges

Some staff and volunteers wear uniforms, other items of clothing and/or badges displaying their National Society's logo while performing their work.⁵³ Certain inherent risks are associated with the display of a National Society's logo on the uniforms, other items of clothing or badges worn by members, staff and volunteers, whether on or off duty. National Societies should therefore ensure their members, staff and volunteers display the emblem in a manner that does not undermine the prestige of or respect for the emblem or the image and reputation of the National Society or of the Movement.

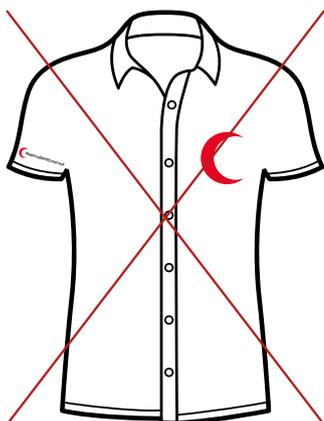
Dos

- > Do ensure that only the official logo of your National Society is displayed on uniforms, patches affixed to a uniform, or on other items of clothing or badges, and ensure that the logo is small.⁵⁴ However, staff and volunteers may forgo the use of the name and initials of a National Society alongside the emblem where such use might hinder their work or safe access, including during internal disturbances and tensions.⁵⁵ Staff and volunteers may wear a logo whose dimensions are large when this would allow easier identification and safer access.⁵⁶
- > Do consider establishing procedures that restrict members, staff and volunteers from wearing uniforms, other items of clothing or badges that display the logo of your National Society (or that of another Movement component) outside of work-related activities or off duty. However, members and staff of a National Society that are not on duty may be authorized to display the National Society's logo in very small dimensions, for example on a pin or an accessory.⁵⁷
- > Do consider any consequences that could arise from the display of multiple Movement components' logos on uniforms or other items of clothing, especially when working with Movement partners in an operational context.



Don'ts

- > Don't use the emblem or logo on armbands or in large size on items of clothing, such as T-shirts or caps, as this would be liable to cause confusion with the protective use of the emblem. Based on the widespread practice of National Societies, the display of a large-size logo on uniforms or bibs used by staff and volunteers may, however, be permitted for easier identification and/or to enhance safe access.⁵⁸
- > Don't permit National Society uniforms or other items of clothing to be worn by those not authorized to do so and/or not associated with your National Society or the Movement.



On signage, relief items and other items distributed to beneficiaries

Dos

- > Do ensure that only the official logo of your National Society is displayed on relief items intended for beneficiaries and on signage marking activities, distribution sites and consignments.⁵⁹
- > Do ensure that a joint display of your National Society's logo with that of an external partner's logo (e.g. a funding government, a United Nations agency or any other external partner) remains exceptional,⁶⁰ especially when distributing relief items in an operational context. When it is done, do ensure that the display of the logo on items for distribution remains discrete and restricted to a specific activity. The joint display of logos should also include a description of the nature of the partnership and should not be liable to create confusion between your National Society and the external partner.



Don'ts

- > Don't allow a third party to sell items displaying your National Society's logo that are intended to be distributed to beneficiaries as relief items.



DISPLAYING LOGOS WITH EXTERNAL PARTNERS AND IN COMMERCIAL ACTIVITIES

The components of the Movement regularly work with a range of partners outside the Movement. External partners can include government agencies or other public authorities, armed and security forces, universities, non-governmental organizations, the corporate sector or the media. These partnerships can have a number of purposes, such as training, education, dissemination, awareness-raising and positioning.⁶⁵

Partnerships with public authorities, armed and security forces, and civil society

National Societies often work in partnership with universities, think tanks, public authorities or armed and security forces on joint projects such as international humanitarian law promotion, health education and training, or disaster response.⁶⁶ Communication materials such as publications, letters, invitations, certificates and name tags are often produced to support these initiatives.

In these cases, if the National Society is responsible for funding the initiative, its logo may be included on the material along with that of the partner.⁶⁷ However, it is important to ensure that the association is clear and that there is no risk of a misunderstanding that would compromise the perception of the independence and neutrality of the National Society or the Movement.⁶⁸ In more sensitive contexts, such material should, as far as possible, not be distributed beyond the target audience.

The following guidance is recommended:

Dos

- > Do include an explanation defining the association with the external partner (e.g. “in partnership with”).⁶⁹
- > Do ensure that there is sufficient space between logos.
- > Do consider how the communication materials will be used, and ensure that the use of the materials will not undermine the image and reputation of your National Society and its perception as an independent and neutral humanitarian actor.⁷⁰
- > Do ensure that the partner is aware of the rules on the use of the emblems and, where a formal agreement is signed, do include conditions regarding the display of your National Society’s logo.⁷¹
- > Do ensure, if the partner is producing communication materials with your National Society’s logo, that they submit the materials to you for approval prior to publishing.⁷²



Don'ts

- > Don't permit the use of the logo if the Movement representative is a participant, rather than an organizer/partner of an event or other activity. Instead, do use the name of your National Society, or its initials, without the emblem.

Commercial partnerships

When working with commercial partners, the 1991 Emblem Regulations require that National Society take certain precautions to ensure that the prestige of and respect for the emblems, as well as the image and reputation of the National Society and the Movement are maintained.⁷² The 2005 “Movement policy for corporate sector partnerships” (<http://www.icrc.org/eng/resources/documents/article/review/review-860-p755.htm>) also provides guidance on the desired profile of a commercial partner, the terms of the screening process, procedures to be considered before entering into partnerships with corporate or commercial partners, and the elements that should form part of any such contract.⁷⁴ Below are a few points to keep in mind.

Are they a good fit?

To ensure the strength of our brand identities, it is essential that potential commercial partners are a “good fit” for the National Society, maintain a good reputation, and that their aims and principles are congruent with ours. No component of the Movement may establish a partnership with a company or organization operating in sectors, or perceived to be associated with activities, that are not in line with the 1991 Emblem Regulations, the 2005 “Movement policy for corporate sector partnerships” or the Movement’s values. Such activities include those generally considered to harm health, for example, tobacco or alcohol production and distribution, as well as weapons manufacturing, or industries that are harmful to the environment.⁷⁵

- Do ensure that the duration and geographical scope of the initiative are limited and clearly agreed upon with the commercial partner.⁷⁶
- Do develop a written contract with the commercial partner and ensure that it is approved by the leadership of your National Society.⁷⁷
- Do retain control over the entire initiative conducted jointly with the commercial partner (including over any advertising or promotional materials intended to be produced by the commercial partner to publicize the partnership – see the following section on advertising and promotion with commercial partners).⁷⁸
- Do reserve the right to cancel the contract with the commercial partner at any time, including at short notice, should its activities undermine the prestige of or respect for the emblem or the image and reputation of your National Society or of the Movement.⁷⁹
- Do ensure that the partnership does not lead to the belief that the Movement or its components endorse the company or its products, policies or services.⁸⁰
- Do ensure that the material or financial advantage which your National Society gains from the association is substantial, without, however, jeopardizing its independence.⁸¹ The 1991 Emblem Regulations specify that the financial gain should not exceed a certain percentage of the National Society’s total resources (20 per cent maximum).⁸² The long-term integrity of the emblem and of your National Society must take precedence over the short-term financial benefit.

Additional recommendations include:

- Do establish a benefits scheme that provides partners with a range of benefits/privileges based on their level of giving or amount of their donation, in order to give appropriate levels of visibility.

- Do ensure that the commercial partner is aware of the rules on the use of the emblems and do include conditions regarding the display of your National Society's logo.⁸³

Advertising and promotion with commercial partners

Movement components may give permission to a partner company to display their logo on advertising or promotional material, but not directly on the partner's products for sale or distribution (see the next section on cause-related marketing).⁸⁴ When developing joint advertisements or other promotional materials, it is important to be clear about the association, in order to avoid any perception that the Movement component is endorsing the company, its products or services.⁸⁵ The following rules and recommendations are designed to ensure that there is no confusion:

Dos

- > Do leave adequate space between your National Society's logo and the logo of the commercial partner, and do ensure that no other logos, text or graphics appear to be part of your National Society's logo.
- > Do include a clear explanation of the assistance your National Society receives from the commercial partner.⁸⁶ This is to avoid any misunderstanding regarding the relationship with the partner and to ensure that your National Society does not appear to be endorsing a product or service. This may be achieved through additional wording, such as "in partnership with," "in support of" or "a campaign in support of" followed by the name of your National Society, etc.
- > Do ensure that the logo is of small dimensions and is not the dominant element of the design and layout of the promotional materials.⁸⁷
- > Do ensure that the conditions and circumstances of the display of your National Society's logo are defined in a formal agreement and that your National Society retains control over the campaign.⁸⁸ Your National Society should also include in the agreement the right to cancel the agreement at any time and at short notice.⁸⁹

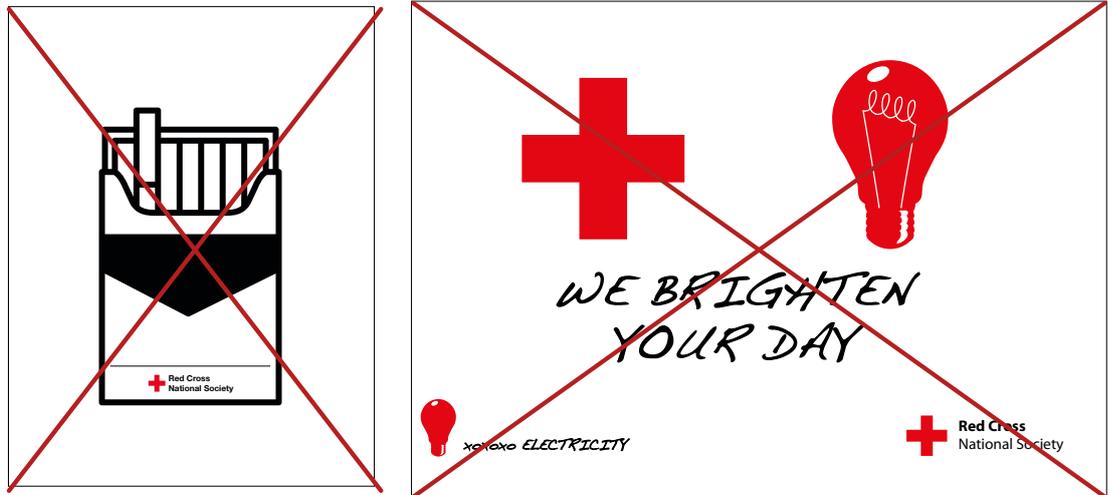
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Don'ts

- > Don't allow the commercial partner to develop promotional materials or messaging which would create confusion or indicate that the partner is a component of the Movement.⁹⁰ It is not unusual for external partners to want to use the emblems in ways that aren't in line with the 1991 Emblem Regulations or in a manner which implies a special status, as a result of too close an association with the emblems.

- > Don't permit the commercial partner to develop promotional artwork/designs which could cause confusion with the emblems,⁹¹ particular through the use of a decorative or freer design of the emblem.



Cause-related marketing by commercial partners – visibility on products and packaging

When engaged in a partnership with a commercial company, a National Society cannot permit the display of the emblem or of its logo directly on the products or services for sale or distribution by that partner.⁹² Such items are often designed to last and the National Society would therefore have no control over their use.

The corporate partner may, however, display on a product the name of the National Society together with an explanation of the support provided by the partner to the National Society, for example, that the proceeds are to be donated in whole or in part to the National Society. This mention should make clear the benefit received by the National Society and must not be seen as an endorsement of the commercial partner or the product.⁹³

As noted above, although the logo containing an emblem cannot be displayed on a product for sale by a third party,⁹⁴ it is possible to display the emblem on the packaging of a product with a commercial partner.

Packaging is defined as something that is added to a product and is intended to be discarded once you access the product. Usability or reusability is a critical consideration. For example, it is not permitted to place a National Society's logo on a beverage bottle, as the bottle is an integral part of the product. However, it would be possible to display a logo on the shrink wrapping of the bottles (i.e. the plastic covering which holds together several bottles).

Some other examples of the types of packaging that could carry a National Society's logo include outer packaging (e.g. the carton or box around a bar of soap) and a neck wrap around a bottle or a label that is designed to be torn off upon consumption of the product and then discarded.

Dos

- > Do ensure that the logo of your National Society is displayed only on packaging that is disposed of upon consuming or accessing the product (e.g. on plastic wrapping around a product or a tag around a bottle neck).
- > Do ensure that your National Society's logo on packaging is displayed in small dimensions.
- > Do include a clear explanation of the association between the commercial partner and the Movement component.⁹⁵ This may be achieved through additional wording, such as “in partnership with,” “in support of” or “a campaign for” followed by the name of your National Society, etc.
- > Do ensure that the display of your National Society's logo on the packaging is limited in time and geographic scope and do include these conditions in the agreement with the commercial partner.⁹⁶
- > Do apply the 2005 “Movement policy for corporate sector partnerships” and in particular the guiding criteria.
- > Do assess any risks and adverse consequences that could arise from an association with the product, its quality and/or its reputation when agreeing to the display of your logo on the packaging of that product.⁹⁷
- > Do seek consent from other National Societies on whose territory a product and packaging displaying your National Society's logo will be, or would be, distributed and sold by the corporate sector partner.



Don'ts

- > Don't permit the display of your National Society's logo on packaging that is a permanent or structural part of the product (e.g. a box of cornflakes, the label of a bottle, etc.).⁹⁸
- > Don't use the logo of your National Society on the packaging of a product that is not designed to be discarded upon consumption and/or that could be put to further or alternative use.

- > Don't use the emblem on its own, without the name or initials of your National Society, on packaging, in order to avoid confusion with the protective use of the emblem.⁹⁹
- > Don't authorize the decorative use or freer design of the emblem on the packaging of a product.



Service providers

It is not recommended to give permission to service providers (for example, a company that has provided or offered its services or products to a component of the Movement for a fee, for a reduced fee or pro bono), if requested, to refer to a National Society in order to promote their own services. Such companies should not use a National Society's logo, but they may list a National Society's name as a client.

A service provider may also use a National Society's name, initials or a photo demonstrating its humanitarian work (which may include a display of the logo) with prior authorization from the National Society.

Displaying the emblems and logos in third-party film and television productions

Television and film production companies sometimes request permission to display the emblems in films and television programmes. Permission can be given to a film or TV production company; however, such decisions should be taken with caution and should consider any risks to the prestige of and respect for the emblem and/or to the image and reputation of the National Society and the Movement.

Using the red cross or red crescent emblems to indicate and represent the protection of medical facilities or medical personnel in time of war or to identify a Red Cross or Red Crescent hospital or Red Cross or Red Crescent personnel or volunteers is permissible.

We are unfortunately not always asked for permission by film and television production companies to display the emblem or refer to a Movement component or a

person associated with the Movement. Should this occur, involve the legal department or seek guidance from the ICRC.

However, if permission is requested, consider the following:

Dos

- > Do request, for review, a copy of the script and a description of how the emblems or your National Society's logo will be represented.
- > Do request, if possible, to see an example of how the red cross or red crescent emblem will be displayed to ensure that the way it is shown is in line with international humanitarian law and with relevant rules and regulations of the Movement.
- > Do ensure that any depiction of the use of the red cross or red crescent represents an authorized use of the emblem in accordance with the Geneva Conventions and their Additional Protocols, and the 1991 Emblem Regulations. If a film features a historical event where the red cross or red crescent was displayed, do ensure that facts are also accurately depicted.
- > Do ensure that the film's storyline does not reflect poorly on the Movement and that the film will not be shown or distributed in contexts that would cause problems for any Movement component and/or undermine their safe access to vulnerable people or communities. For example, permission should not be given for films or TV programmes which show Red Cross or Red Crescent volunteers or staff behaving in a manner contrary to the Fundamental Principles or the Movement's objectives.
- > Do give permission in writing and explain that such authorization is linked and restricted to one particular film production. In addition, do take the opportunity to explain that there are strict rules (and domestic legislation) based on international humanitarian law that restrict the use of the emblems.
- > Do consider potential negative implications of a film for other Movement components or the Movement as a whole.

Don'ts

- > Don't give permission without fully understanding the nature of the film or television programme, how the emblems will be displayed or how the Movement and its components will be portrayed.
- > Don't allow the production or broadcast company to use the emblems or logos in promotional activities unless this is agreed upon in advance and authorized in writing.

Commercial ventures conducted by National Societies

National Societies often engage in commercial or business activities in their own name for income generation. Such activities have included for example, commercial first aid, Red Cross or Red Crescent shops or the management of hotels or guest houses. In developing such ventures, special attention should be paid to the impact such activities may have on the identity, image and reputation of the National Society as a voluntary humanitarian organization, or the Movement as whole, and the respect for the emblems. The National Society should also ensure that such activities are conducted in conformity with domestic law and are permissible under the National Society's own national legal status.

Dos

- > Do maintain a reasonable balance between the humanitarian activities of your National Society and its commercial and profit-making activities.
- > Do consider establishing a distinct legal entity entrusted with managing the commercial venture with its own management structure in order to avoid any confusion in the mind of the public between your National Society and the commercial venture.
- > Do consider developing a new logo and visual identity that do not include the emblem for your National Society's commercial venture.

Don'ts

- > Don't display your National Society's logo when the commercial activity of your National Society is separate from or unrelated to its humanitarian work or objectives, such as hotel ventures or the production of products for sale, e.g. bottled water.
- > Don't engage in commercial activities that are incompatible with the Fundamental Principles, humanitarian values or mission of the Movement, that might be considered controversial or that are not in line with international humanitarian law or with recognized human rights' standards.

CONCLUSION

This document has aimed to provide a comprehensive overview of the correct use of the distinctive emblems and the logos of Movement components. It has also included a number of good branding practices in order to strengthen our individual and collective brand identities. In addition the "dos and don'ts" covered in this guidance, it is recommended that National Societies also consider taking the following steps, where possible:

- develop internal regulations on your National Society's use of the emblem, including by its members, staff and volunteers.¹⁰⁰ Regulations on the display of the emblems and logos on buildings, premises, vehicles and other equipment, such as the uniforms of National Societies' staff and volunteers, are particularly important;
- provide training to your National Society's staff and volunteers on the use of the distinctive emblems; and
- designate a specific unit or focal point in your National Society to be responsible for advising on matters concerning the display of the emblem or logo. The focal point could be a National Society's legal adviser on international humanitarian law, the corporate legal adviser, the legal department, the marketing officer or other communication staff or the communication department. Contact the ICRC or the International Federation with any questions.

END NOTES

14. *First Geneva Convention, Art. 38.*
15. *1991 Emblem Regulations, Art. 5.*
16. *Ibid.*
17. *The recommendation for the emblem to be a two-dimensional shape is from the International Federation's "Red cross, red crescent and red crystal emblems: Design guidelines." It is not specified in the 1991 Emblem Regulations.*
18. *1991 Emblem Regulations, Art. 5.*
19. *Ibid.*
20. *Ibid.*
21. *Ibid., Art. 1.*
22. *Ibid., Art. 23, para. 2.*
23. *Ibid., Art. 23.*
24. *Ibid., Art. 1.*
25. *Ibid., Art. 4.*
26. *Ibid., Art. 5, para. 2.*
27. *Ibid., Art. 3.*
28. *Ibid., Art. 23, para. 2.*
29. *Ibid.*
30. *Ibid.*
31. *Ibid.*
32. *Ibid., Art. 23 para. 3(d) and re para. 3(d).*
33. *Ibid., Art. 4.*
34. *Ibid.*
35. *Ibid., Art. 5, para. 3.*
36. *Ibid.*
37. *Ibid.*
38. *Ibid.*
39. *Ibid., Art. 5, re paras 2 and 3.*
40. *Ibid., Art. 5, para. 3 and re paras 2 and 3.*
41. *Ibid., Art. 5 re paras 2 and 3.*
42. *It is important to remember that every interaction with a staff member or volunteer of a National Society affects its image. National Societies should put in place procedures in order to ensure that everyone operating a marked vehicle drives cautiously and obeys domestic traffic laws.*
43. *Ibid., Arts 19, 21 and 27.*
44. *Ibid., Arts 19 and 21.*
45. *Ibid., Art. 19, para. 3.*
46. *First Geneva Convention, Art. 44, para. 3; 1991 Emblem Regulations, Art. 22.*
47. *1991 Emblem Regulations, Art. 22, para. 2.*
48. *Ibid., Art. 19, re para. 2.*
49. *Ibid., Art. 23, re para 3(a) and (b) and re para. 4.*
50. *Council of Delegates, "Movement policy for corporate sector partnerships" (Annex to Resolution 10), Section 3, Seoul, 2005.*
51. *1991 Emblem Regulations, Art. 13.*
52. *Ibid., Art. 20.*
53. *It is important to note that the ICRC does not permit its staff to wear uniforms. Rather, ICRC staff wear removable bibs with the roundel as a protective symbol when performing certain activities in the field.*
54. *Ibid., Art. 16, para. 3.*
55. *Ibid., Art. 16, re para. 3.*
56. *For National Society first aid workers, this possibility is provided for under the 1991 Emblem Regulations, Art. 16, re para. 1. Given the widespread practice of National Societies in situations of armed conflict and internal disturbances and tensions and the absence of State objections, it is acknowledged that a National Society's staff and volunteers may at times use a logo of large dimensions, although they must do so with restraint.*
57. *Ibid., Art. 16, para. 2.*
58. *Ibid., Art. 16, re para. 1.*
59. *Ibid., Art. 27.*
60. *Ibid., Art. 25.*
61. *First Geneva Convention, Arts 40 and 41; 1991 Emblem Regulations, Art. 1, para. 1.*
62. *First Geneva Convention, Art. 26.*
63. *Additional Protocol I, Art. 18, para. 4; 1991 Emblem Regulations, Introduction, section. 2, para. 3; and 1991 Emblem Regulations, Art. 9, re para. 1.*
64. *1991 Emblem Regulations, Art. 13.*
65. *Ibid., Art. 25.*
66. *Ibid.*
67. *Ibid., Art. 23, para. 3.*
68. *Ibid., Art. 23, para. 3(a) and (c).*
69. *Ibid., Art. 23, re para. 3(a) and (b) and re para. 4.*
70. *Ibid., Art. 23, para. 3(a).*
71. *A deliberate violation of these conditions should, inter alia, entitle the National Society to terminate the contract with immediate effect, without being liable for any compensation, in accordance with the 1991 Emblem Regulations, Art. 23, para. 4.*
72. *Ibid.*
73. *Ibid., Art. 23.*
74. *Council of Delegates, "Movement policy for corporate sector partnerships" (Annex to Resolution 10), Sections 3-5, Seoul, 2005.*
75. *1991 Emblem Regulations, Art. 23, para. 3(d).*
76. *Ibid., Art. 23, para. 3(c).*
77. *Council of Delegates, "Movement policy for corporate sector partnerships" (Annex to Resolution 10), Section*

5, Seoul, 2005; 1991 Emblem Regulations, Art. 23, para. 3(g) and (h).

78. 1991 Emblem Regulations, Art. 23, para. 3(b).

79. *Ibid.*, Art. 23, para. 3(e).

80. *Ibid.*, Art. 23, para. 3(a) and re para. 3(a) and (b).

81. *Ibid.*, Art. 23, para. 3(f).

82. *Ibid.*

83. *A deliberate violation of these conditions should, inter alia, entitle the National Society to terminate the contract with immediate effect, without being liable for any compensation, in accordance with the 1991 Emblem Regulations, Article 23, paragraph 4.*

84. *Ibid.*, Art. 23, para. 4 and re para. 4.

85. *Ibid.*, Art. 23, para. 3(a) and (b).

86. *Ibid.*, Art. 23, para. 3(a) and para. 4.

87. *Ibid.*, Art. 23, re para. 4.

88. *Ibid.*, Art. 23, para. 4.

89. *Ibid.*, Art. 23, para. 3(e).

90. *Ibid.*, Art. 23, para. 3(a) and para. 4.

91. *Ibid.*

92. *Ibid.*, Art. 23, para. 4 and re para. 4.

93. *Ibid.*, Art. 23, re para. 4.

94. *Ibid.*, Art. 24, para. 1.

95. *Ibid.*, Art. 23, para. 3(a) and para. 4.

96. *Ibid.*, Art. 23, para. 3(c).

97. *Ibid.*, Art. 23, para. 3(a).

98. *Ibid.*, Art. 23, para. 4.

99. *Ibid.*, Art. 23, para. 2.

100. *This is congruent with Article 7 of the 1991 Emblem Regulations.*

BRANDING IN THE DIGITAL SPHERE AND SOCIAL MEDIA

Top tips for daily online communication

Visual Branding

The way you visually represent your National Society online is very important as it can influence perceptions of your National Society among your target audience or the general public. A clear and consistent visual communication, the correct use of your logo and the images that you use online can help your National Society positively influence your brand.

Your Social Media ID

If you are engaging on multiple social media use the same profile name and profile photo across platforms. This way you will establish a consistent social media presence.



Same profile picture and name build a consistent image online.

Your Logo

When displaying your logo online, don't stretch or compress it. Don't change the colours and don't shorten or change the name of the National Society.

1. National Society's logo

2. National Society's logo in Social Media: the logo has been re-designed to fit social media spaces. Colour, name and proportions have not been changed. Text has been redistributed so that it fits a small square space as required by most social media platforms.



**American
Red Cross**



**American
Red Cross**

1

2



(insert full
name of NS
or initials here)



(insert full
name of NS
or initials here)

Don't stretch the logo to fit digital spaces

Photos

Photos should be clear and visible in all sizes, even when small. Remember, sometimes social media only allows pictures in a certain format or size, so choose picture with one clear subject to maximise impact even when small.



Pictures with a single clear subject work well in big, medium and small format.

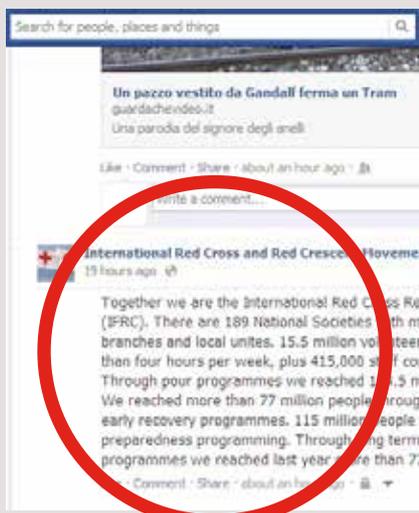


47

Avoid choosing pictures with too many subjects. They can result confusing or incomprehensible when small.

Content

Charts and info-graphics can help visualise information at a glance. This helps to tell a story or provide key information that written in text, may be too long. This content also stands out from other text heavy posts, and it can help attract more visitors to your website and social media pages.



Same content, two formats. Infographics on the left, text on the right. What is more appealing?

Your Website

A well organised, clear and easy-to-use website is key for your National Society. Choose a clear structure and make sure that information is easy to find. Try to make it visually tidy and easy to navigate. Ideally all your pages should have one look and the same feel.

Define a colour palette and maintain it throughout the website. Try to maintain font types and sizes consistently. Do not overload the page with text and images, but try to build light and structured pages which allow key content to be emphasized.



All pages are easily accessible from the homepage. The top bar is clearly labelled and allows visitors to directly access the information they need. Key content is presented through clear structured pages. The content is laid out in a tidy way, it has the right balance between text and images. Look and feel is respected throughout the website. From the website, it is possible to access social media pages, allowing an easy navigation from one digital touch point to the other.



A heavy colour-scheme, overlapping text with images and untidy page can make a website difficult to navigate and uninviting. Think of the final result when building and organising your pages.

Top tips for planning and branding an online communication campaign

Communication campaigns are a way to enhance our brands. They enable us to interact with the general public, establish a dialogue with relevant audiences and shape perception of our brand.

Carefully consider the following issues when planning a campaign:

- Keep the message simple. People have less time now than ever before and are being overwhelmed by information. So it is crucial to keep messages simple and straightforward and not overcomplicate what you want to say. Otherwise, people will simply lose interest and turn to something more immediate and understandable.
- Make sure that what you are saying is relevant to your target audience. Spend time researching the context and shape your message accordingly. 'Message' in this instance also means language and tone of voice. If what you say is pertinent, the audience will pay attention to your message and think better of your organization.
- Take care with the production of campaign materials. Audiences today are much more adept at judging the quality (visuals, sound, imagery) of a campaign. If your message is 'beautiful' they will pay attention.
- The 'fun' element: if appropriate, try to make your audience smile. Social media is a space that most people access in their free time. You may want to consider posts that have a lighter tone than usual. Making them smile will also have a positive impact on your online followers' engagement and will make them come back.
- If you can, involve celebrities in your campaigns. By doing so you will be taking advantage of an audience already established online – e.g. Twitter followers, Facebook page fans, Instagram followers etc. Remember to check their reputation; associating with someone with a dubious public image can be risky.



Singapore Red Cross launched a campaign on Facebook to thank blood donors. The strength of this initiative is that the actions required by Facebook users is really simple, they only need to like the page and click on a blood drop to show support. The campaign also strengthened Singapore Red Cross positioning as blood donation services provider.



Australian Red Cross built a microsite dedicated to their anti-nuclear weapon campaign: the message is simple and the platform is easy to navigate.

Dos and Don'ts in Social Media

Your National Society's brand can be brought to life in social media and digital spaces. Used properly, Social media is a unique opportunity for your National Society to create and grow awareness among the general public of the work you do, campaigns you run and important issues in your domestic context.

Some lessons learned and best practices are described below in a simple 'dos and don'ts' guide to help you guide your engagement in social media and digital spaces.

Dos

- **Relationships in social media are real.** The value of both real-life and virtual networks should be recognized.
- **Remember to listen.** In social media, listening is as important as speaking. Monitor what users are saying about your brand and organization, and make sure that this information influences decision-making in the future.
- **Focus on the platforms** that work well in your domestic market and make them dynamic.
- **Integrate.** Incorporate social media in your overall communication efforts instead of treating them as one-off channels. Make sure you speak in the same style at every point of interaction and deliver the same message on all your webpages and websites. Make it possible for users to navigate from one platform to another smoothly – for instance, from a Facebook post to the National Society's website.
- **Engage.** Social media are two-way communication channels. Take time to get to know your audiences, and recognize them for their contributions. Engage your digital audience constantly. Ideally, you should interact every day to keep your social community engaged and to enable it to grow and develop loyalty.
- **Interact.** Organizations communicate successfully online when the audience can interact with the content. Try to facilitate two-way communication, ask questions, invite comments, give out prizes (a mention on Twitter, a picture posted online, etc.) and talk to your audience when appropriate. Be a living brand online.
- **Measure online communication.** Measurement tools are widely available in the digital world. Find the ones that work best for your needs.
 - **Free measurement tool:** <http://socialmention.com/>
 - **Paid measurement tool:** www.salesforcemarketingcloud.com/products/social-media-listening/
- **Remember to be personal.** Be informative but also personal.
- **Call for action.** Ask and inspire your fans to participate: ask them to like your pictures or share your content – and always say “Thank you.”
- **Educate.** Provide staff and volunteers with guidelines and training for using social media responsibly and effectively as brand ambassadors.
- **Keep your digital communication simple:** whether it is a campaign, a news article, or information about your National Society, try to keep it clear, free of jargon, and accessible to all.
- **Learn from your experience and use the existing tools.** Some social media platforms allow the owner of a page or account to analyse the traffic they get. This can show you when best to communicate, when your target audience is connected and if your content is doing its job. Use the tools to learn and adjust your strategy accordingly.
 - <https://developers.facebook.com/docs/insights/>
 - <http://www.google.com/analytics/>
 - <https://analytics.twitter.com>

- ➔ **Be prepared.** Given the speed at which news travels online, it is critical to have a crisis plan in place so that you can act quickly if an issue arises.
- ➔ **Be proactive and responsive.** Think in advance about how you will handle criticism or adverse public sentiment. Try to quickly address whatever isolated complaints come up, in concert with internal stakeholders who may be affected by such complaints.

Don'ts

- ➔ **Don't repeat yourself.** Try to mix it up. Even if you need to repeat an update or promotion, make sure you add a new twist each time.
- ➔ **Don't neglect.** Social media is, above all, 'social'. Therefore, it is important to provide a steady flow of updates and a constant level of engagement to meet online audiences' rising expectations for a personal brand experience.
- ➔ **Don't rely on text alone.** For the sake of variety and to liven up conversation, use images and videos as well.
- ➔ **Don't be impolite.** Always be clear, courteous, and composed. Do not take criticism personally, but see it rather as an opportunity to provide a positive brand experience. Do not get involved in altercations.
- ➔ **Don't spread yourself too thin.** It is not necessary to provide a brand presence on every single social media platform. Identify the channels that are most popular with your target audience—and the ones that fit best with your communication strategy.

To learn more, go to:

likealyzer.com/

mashable.com/how-to/

www.facebook.com/help

Managing a reputational crisis in social media spaces

A set of best practices for National Societies on using social media¹ before, during and after a crisis.²

Best practices in the everyday use of social media can help to ensure active, loyal online communities that are well positioned to respond to – and recover from – a reputational crisis.

Below are steps for addressing crises via social media that aim to mitigate reputational risk while meeting audience expectations.

Before a crisis

- Define workflow, internal stakeholders and the approval process as necessary for social media communications. Obtain approval from senior management to ensure that your leadership shares your expectations for how official social media channels will operate.
- Establish a contact list of fellow social media practitioners across the Movement.
- Identify, monitor and connect with industry experts, government bodies and peer organizations able to provide information beneficial for the Movement's work.
- Adopt a daily system for monitoring online conversations relevant to your National Society. Beginning and ending each day with a simple 'listen' can help you keep abreast of social media activity.

➔ Free web-based tools such as [HootSuite.com](https://hootsuite.com), [TweetDeck.com](https://tweetdeck.com), [SocialMention.com](https://socialmention.com), [Topsy.com](https://topsy.com) and [Google.com/alerts](https://google.com/alerts) enable you to search for references to key phrases – e.g. “Red Cross” or “Red Crescent” – on social networks. For more sophisticated listening capabilities you can invest in a social media monitoring platform, such as Radian 6, that can monitor, measure and analyse public sentiment across numerous social media properties.

- Develop active online communities where volunteers, supporters and others are encouraged to participate openly.
- Use social media as an integral component in all official communications and make sure consistent messaging, tone of voice and tone is used when doing so.
- Make sure sufficient resources and staffing are in place for communicating regularly during periods of crisis, allowing for the sharing of responsibilities where needed. Train volunteers who can be on standby if no staff is available.
- Have a system in place through which you can obtain official information from designated sources in an efficient and timely manner.
- Make sure you can link your social media supporters to your donation page on your website or give information about a phone number or even an address to donate.

During a crisis

- ➔ Given the speed at which information travels on social media, these channels will often provide your first alert to a crisis. If you identify a ‘red-flag’ of information, share it with internal stakeholders, seek verification and agree on next steps.

1. "Social media" is often defined as a set of platforms that facilitate the creation, exchange and consumption of multimedia content. Sometimes the term is also used to describe how mobile technology and network services have shifted the way people communicate, as well the volume and the speed of such communication. The first definition is used in this paper.

2. A "crisis" is an event that represents a critical threat to the health, safety or well-being of a community or other large group of people, usually over a wide area. Armed conflicts, epidemics, famines, natural disasters and other major emergencies may all involve or develop into a crisis. In this document, an event that might have an adverse impact on the reputation of the Movement is also a crisis.

First signs of a reputational crisis

- Try to determine whether the party responsible for the adverse communication has a legitimate concern or is simply trying to cause a disruption. Also try to determine how influential this person is: for instance, how many followers he or she has on Twitter, for example. In the online world, users known as ‘trolls’ bully online communities. Check for provocative behaviour in the user’s personal profile or past communications. It is best to be on the look-out for this kind of personality – and to ignore them.
- User-generated comments, whether positive or negative, are opportunities to engage those users in discussion. Clarifying or introducing new information, thanking them for sharing their point of view or simply letting them know that you are listening can help to defuse a tense situation and give users a positive brand experience.
- If a comment or conversation mentions your National Society in a negative light – but has not yet reached crisis proportions – monitor it closely. Before responding to a negative post, ask your manager for a second opinion and request suitable responses for the specific topic or issue.
- Alert the International Federation’s or ICRC communication team at the first signs of a crisis so that it can provide support for your National Society in minimizing potential damage to the Red Cross/Red Crescent brand and help to coordinate response if the crisis spills over into other National Societies.

Reputational crisis when a disaster or emergency strikes

- Use the established workflow and approval process to quickly address immediate concerns related to the crisis. Share information that has been verified – via your National Society’s social networks – to explain how the Red Cross/ Red Crescent – whether it is your National Society or a combination of parties – is responding to the emergency.
 - Notify the International Federation’s communication team – and the ICRC’s, if appropriate – so that it can help coordinate communications activities internationally.
- ➔ If a critical mass of users is directing similar questions, accusations or concerns at your National Society, but verified information is not available internally, acknowledge publicly that your National Society is aware of the accusation and is looking into it (suitable responses for such situations should be available then).
 - ➔ Monitor incoming correspondence and references to the Movement more frequently than usual, ideally every hour. Use this information to gauge the level of concern and understand public sentiment, to inform staff, and to adapt ongoing communications.
 - ➔ Work with internal stakeholders to develop key messages and/ or suitable responses that can be used to address questions and concerns in your online communities. Try where possible to personalize correspondence.
 - ➔ To promote a unified response, provide your professional network (other National Societies, humanitarian sector contacts, etc.) with pertinent information to distribute through their social media channels.

- ➔ Use multimedia (photos, videos) to provide a visual account of how your National Society is responding to the emergency. Increased transparency can help to build trust, dispel rumours and enhance credibility by showing the Red Cross/Red Crescent in action.
 - To expedite the sharing of National Society-produced multimedia materials, consider using [Creative Commons](#) licences. These licences permit external parties – for example, news agencies or another National Society – to use your content as long as proper credit is given (as well as other restrictions, based on the Creative Commons licence you select).
- ➔ During a disaster or emergency, ask the public to support the respective Movement Component response by donating money. Tell them how and where they may do so.

After a crisis

- Provide regular follow-up and show progress when appropriate, assuring online communities that your National Society has taken the issue seriously. If possible, try to show, rather than tell through pictures and statistics, how the situation is being handled.
- Remember to thank and show appreciation for your online communities by highlighting the ways in which they are providing support, whether directly or indirectly.
- Continue to monitor online discussions and user sentiment, and report these findings to internal stakeholders.

MANAGING MEDIA RELATIONS DURING A REPUTATIONAL CRISIS

Dos and Don'ts in managing a reputational crisis

Dos

- **Be prepared** – refer to the reputational risk checklist (available at <https://fednet.ifrc.org/en/resources/communications/communication-tools/>) to learn how to prepare.
- **Analyze the potential impact of the crisis** on the reputation of your National Society and the Movement.
- **Take control of all communications**, internal and external.
- **Stop unauthorized communications and prevent unauthorized persons from communicating.**
- **Consider obtaining external support.** Ask for advice and support from the International Federation/the ICRC/other National Societies that have experienced similar crises.
- **Try to understand the bigger picture.** Do not think things will get better by themselves.
- **Develop a communication plan and adapt it to the crisis.**
- **Establish the communication team** and draw up procedures in advance of a reputational crisis (in other words, be prepared).
- **Select spokesperson(s) who are media-trained and have a good personal reputation.**
- **Draft key messages.** Prepare and distribute statements for internal and external use.
- **Expect every piece of communication to find its way to the media.** So, be careful with what you write and circulate.
- **Engage in a dialogue with the media if you consider it worthwhile.** Do so only after you have drawn up a plan and established key messages and your position.
- **Use the media** (traditional and digital/social media) to communicate your messages if appropriate.
- **Communicate accurately, clearly and promptly.**

- **Correct the media's mistakes.** If their reporting on an issue of concern is inaccurate, explain the situation to the editor, or someone else in a position of authority, and ask for a correction or retraction.
- **Use your channels to communicate.** For example, use the National Society's website and social media, as well as the relevant people, to reach your audience.
- **Remember that the media is almost always on the side of the beneficiaries, stakeholders, etc.**
- **Consider the impact of the crisis on other National Societies in your region.** Keep them informed to ensure that they are able to manage any adverse spillover.
- **Be honest.**
- **Stay calm.**

Don'ts

- **Don't comment on rumors, speculation or information that you cannot verify.**
- **Don't shut down normal lines of communication.** Reply to email and comments on your website and social media pages after careful consideration.
- **Don't underestimate what reporters know.**
- **Don't ignore media calls but consider carefully whether or not to take part in an interview. Sometimes a short statement is best.**
- **Don't speculate.**
- **Don't consider speaking "off the record."** There is no such thing.

NATIONAL CRISIS MANAGEMENT GUIDELINES

Before a crisis – crisis prevention, mitigation and preparation

The best way to manage a reputational crisis is to prevent it or have systems in place to be prepared when it strikes

In general, proper management of your internal and external communications will help you to prevent issues from developing into full-blown crises:

- Create a culture of positive and open communication within your National Society and with external stakeholders.⁴
- Ensure that all National Society staff and volunteers understand the values of the organization and the Fundamental Principles and that they recognize the importance of reflecting these in their actions and attitudes. Make sure that they understand how your National Society wants to be perceived.
- Build up a strong reputation and manage it properly to ensure that your organization can ‘weather the storm’. Ensure that perceptions of your organization accurately reflect its identity and values.
- Build strong relationships between the various departments within your National Society and with key stakeholders⁵ (government, donors, journalists, etc.). Regular and open communication is crucial for creating positive relationships, internally as well as externally.
- Have media/communication guidelines for staff and volunteers in place to ensure consistent messaging, voice and tone in all official communication channels. Follow this link for an example of social media guidelines: <https://fednet.ifrc.org/en/resources/communications/communication-tools/>
- Develop active online communities (within the National Society and elsewhere) where staff, volunteers, supporters and others are encouraged to participate openly. Engage in and monitor these conversations regularly.
- Have a reputational crisis plan in place, agreed and understood by leadership.

3. An issue is a trend or condition that, if permitted to continue, would have a significant impact on the functioning of an organization; it can also have an adverse impact on the mission of that organization.

4. A stakeholder is any person or group that has an interest, right, claim or ownership in an organization.

5. Key stakeholders are those people or groups whose actions can harm or benefit an organization.

6. The crisis management team is a cross-functional group that creates and puts into effect a crisis management plan, and that has been designated to handle all crises.

Establish crisis communication processes and create a crisis management and communication plan

Thorough crisis preparation includes establishing mechanisms that can help your National Society to manage a reputational crisis when it strikes.

- Define and agree roles and responsibilities of communication staff with senior management. Ensure the crucial role of communication in times of reputational crisis is understood and recognized.
- Define a crisis management team and a crisis communication team and agree roles and responsibilities. Ensure a communication representative is part of it.
- Define workflow and the approval process for communication materials.
- Obtain approval from the leadership for the functioning of all official communication channels (including social media) and the crisis management⁶ teams.

- Analyze the internal flow of information, the people involved and their roles and responsibilities to create an information flow chart. This will ensure effective internal information sharing during the crisis.
- Contact lists of relevant internal and external stakeholders, including other components of the Movement that might be affected.
- Ensure you have trained spokesperson(s) available. If you don't, train some and make sure they are available in case a reputational crisis strikes.
- Create templates for the media and key messages and responses for stakeholders in connection with various issues/crises.⁷
- For a reputational risk checklist that summarizes these actions and tips, follow this link: <https://fednet.ifrc.org/en/resources/communications/communication-tools/>
- Conduct a crisis simulation once a year: the crisis management and communication teams and others involved must be trained. Drills and simulations will teach them how to handle a crisis and will also show where improvements need to be made.

↳ The crisis management team should consist of representatives from different departments of your National Society: representatives from senior management like the secretary-general, and colleagues from such departments as operations, communication, law and finance;

↳ The crisis communication team should consist of representatives from the press office, the online/social media team and the department of internal communication.

Early warning – crisis management

- 1. Monitoring external and internal environment:** identify issues that could develop into crises and damage the reputation of the National Society and/or the Movement. Regularly scan and monitor your internal and external environment for news, trends and conversations relevant to your National Society and the humanitarian environment in which you work.

Monitoring your internal and external environment: Basic steps

- Establish a system for monitoring media (print, broadcast and digital/ social media) for news and conversations relevant to your National Society. (For example, free tools such as SocialMention.com enable you to search for references to “Red Cross” or ‘Red Crescent’ in popular social networks.) Googling, reading newspapers and watching or listening to news can also work where there is lack of budget. You can create 'Google News Alert' to receive all articles that mention your National Society or a particular topic of your choice.
- Remember to monitor the organizational culture, employee satisfaction and motivation within your National Society.
 - **TIP:** Do an employee satisfaction survey once a year, communicate the results to your staff and follow up with measures for improvement if necessary.

Note: Keep in mind that issues are often cyclical and can reappear. A ‘dormant’ issue can be revived by people for a variety of reasons, so issue management and monitoring is a continuous process.

- 2. Analyse and prioritize** issues and risks and try to understand every trend/ issue/event. [Use the risk register and the reputation risk management tools](#). Keep the following in mind while conducting your analysis: the importance for your internal and external stakeholders, public perceptions, the possible impact on your organization and the likelihood of these issues arising.
 - **TIP:** Develop a risk matrix for the main issues/risks that could harm your National Society – like the one on next page – in which you match possible reputational damage (impact) with likelihood of occurrence (likelihood).

⁷. Please see the next section in this document.

| | | | | |
|--------------|------------------------------------|----------|----------|-----------|
| Likelihood ↑ | Very Likely | Medium 2 | High 3 | Extreme 5 |
| | Likely | Low 1 | Medium 2 | High 3 |
| | Unlikely | Low 1 | Low 1 | Medium 2 |
| | What is the chance it will happen? | Minor | Moderate | Major |
| | | Impact → | | |

You can find reputational risk management resources by clicking this link: <https://fednet.ifrc.org/en/resources/communications/>

- Identify issues (very likely to occur and major impact on National Society) for which concrete action is needed to prevent crises and discuss with senior management actions or strategic resolutions that are necessary; they must address both organizational and public interests,.
 - You may decide that no action is needed and may continue to closely monitor the issue. However, if action is needed, consider the following steps: a change in policy, a change in practice, targeted communication with key stakeholders or active organizational involvement in drafting public policy.
- 3. Action planning:** Implement and communicate the organization’s position and the actions it will take to address the situation: an employee education/ training programme to prevent incidents involving staff/volunteers whose conduct is not in keeping with the Fundamental Principles, an advocacy campaign, lobbying efforts; media relations, and so on.

During the crisis

- Given the speed at which news travels, these channels will often provide your first alert to a crisis. If you come across a ‘red flag’ issue, share it with internal stakeholders, seek verification and agree on next steps.

- Reputational crisis: If the comment or conversation mentions your National Society in a negative light – but has not yet reached crisis proportions –monitor closely.

- Disaster or emergency: Use the established workflow and approval process to quickly address concerns. Share information that has been verified – via your National Society’s social and media networks – to explain how your National Society is responding to the emergency.

- Mobilize crisis management and crisis communication teams and scale up if you need to.
- Gather as much relevant information as possible and define the type of crisis in order to determine the communication strategy:

- Consider the risks/advantages of non-disclosure (giving very little or no information) versus those of full disclosure (tell it all and tell it fast), legal issues (involve your legal adviser) and the degree to which stakeholders blame the organization for the crisis (crisis responsibility).
- Communication during a reputational crisis presents a number of challenges: ***If you say something before you really know the facts, you are speculating. If it is subsequently wrong, you are a liar. If you don't say anything, you are a stonewaller.***⁸ However, if your National Society is under pressure to respond to numerous questions or accusations, and the facts have not yet been verified internally, acknowledge publicly that your National Society is aware of the situation and is looking into it (responses for such situations⁹ should be available; see the section on crisis preparation). Let people know that you are listening to them. This will give you some time to gather information and obtain agreement on key messages within your National Society.
- Identify and prepare a spokesperson(s). Choose the right person(s) and provide training. Help them manage their schedule (organizing media interviews, and handling logistics etc.) and provide key messages and talking points. Keep in mind that a crisis can intensify. Depending on the seriousness of the crisis, it may be necessary for members of your senior management – your secretary-general or even the president of the board of your National Society – to assume the role of spokesperson.
- Work with internal stakeholders to develop key messages, reactive lines and answers to frequently asked questions. These can be used to address the concerns of relevant stakeholders: government, donors, media, civil society, the public, your online communities, staff, volunteers, etc. Obtain approval as soon as possible. Delays in communicating can lead to more reputational damage. Try where possible to personalize correspondence.
 - Share key messages, media guidelines (see the section on crisis preparation) and contact details of press office/spokespersons with front line staff – field staff, front desk, branch offices and volunteers.
 - If your senior management agrees, inform the International Federation and the ICRC and get their support and advice if needed. Keep them informed at every stage of the crisis, so that they can communicate to the rest of the Movement to prevent or limit trans-national reputational damage.
- Create a communication plan for all stakeholders, including internal audiences. Staff, volunteers, donors, community partners all need information and can help communicate key messages to their respective audiences. Do not forget to regularly update your own staff and volunteers, as they too can play a key role in managing a crisis.
- Continuously monitor incoming correspondence and references to your National Society or the Movement for the duration of the crisis to gauge common concerns and public sentiment. Use this information to update staff as well as to adapt ongoing communication.
- Continuously update messages online.
 - Update website information as often as possible.
 - Communicate key messages through prevalent social media in your region, such as Facebook and Twitter.
 - Depending on the crisis and your communication strategy, consider asking staff, volunteers and donors to distribute information through their networks, such as email, Facebook and Twitter.
- To ensure a unified response, provide your professional network (other National Societies, local chapters, etc.) with this information so that they can distribute it through their respective communication channels.

⁸. Warren Anderson, former CEO of Union Carbide

⁹. See the next section for examples of such responses.

- If the reputational crisis is based on non-truths and the National Society is not at fault, make contact with editors and have a senior figure such as a Secretary General or high profile member of the board contact the newspaper editor or TV executive producer directly and ask them to correct or stop negative untrue stories.

After the crisis

- Build on the communication lessons you have learnt:
 - Conduct an evaluation with senior management and the crisis management and communication teams, requesting feedback on performance and activities.
 - Incorporate lessons learnt in the crisis management and communication plan and other crisis communication materials to be better prepared for or to prevent the next crisis.
- Provide regular follow-up, assuring your stakeholders, the general public, the media, and your online communities that your National Society is still taking the crisis seriously.
- Continue to monitor online discussions and user sentiment, and report these findings to internal stakeholders.
- If budget allows, carry out market research with key stakeholders to determine whether expectations and perceptions have changed as a result of the crisis.

DRAFT RESPONSES/ REACTIVE LINES

To address the five main reputational issues that can threaten a National Society's reputation and turn into a trans-national reputational crisis, certain basic statements of response have been created. You can use or tailor these.

An allegation of fraud/corruption or other misuse of funding within a sister National Society

- We have been made aware of these very serious allegations. We understand that they are being treated as a matter of urgency by the XX Red Cross/Red Crescent. We have no further details at this point, but are confident the National Society is taking all necessary actions to clarify and address the situation.
- The XX Red Cross / Red Crescent is an independent organization, with its own internal mechanisms and processes for dealing with alleged incidents such as this. It is therefore the responsibility of the leadership to make sure that this matter is fully investigated.
- As part of the International Red Cross and Red Crescent Movement, we are of course extremely concerned about these allegations. However, we are confident that our counterparts in the XX Red Cross / Red Crescent will conduct a thorough inquiry. They may also rely on the Secretariat of the International Federation and/or the ICRC for additional assistance or guidance in this matter.

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Unsatisfactory progress post-disaster

- The XX Red Cross/Red Crescent's response to this disaster was immediate and continues to this day. The challenges surrounding this disaster have been significant, including (difficult terrain, remote areas, bad weather, constant flooding, difficulties with land ownership, political instability, lack of funds, [insert details]). It takes time to thoroughly understand the situation and people's specific needs. Only then can we effectively help them recover from the crisis.
 - The XX Red Cross/ Red Crescent is aware of the need to manage large numbers of donations responsibly and efficiently and take that responsibility very seriously. Emergency situations and natural catastrophes are, by their very nature, unpredictable and it can take time to determine what is needed and the best way of handling the recovery process to ensure affected populations receive the support they need.
 - In order to make sure the money we receive is spent wisely and provides the maximum benefit for the people who need our help, at the Red Cross / Red Crescent, we rely on our network of dedicated volunteers who are based in local communities and on the experience of our disaster experts to decide on the best approach. Of course the quicker the response the better, but the quality of the response and the lasting benefits it can provide are equally important considerations.
-

Allegations about a National Society's lack of neutrality and independence

- In their efforts to alleviate human suffering, National Red Cross and Red Crescent Societies are guided by the International Red Cross and Red Crescent Movement's Fundamental Principles of neutrality, independence and impartiality. These principles guide all our actions and we are committed to ensuring that our staff and volunteers respect and uphold them. Our National Society takes these allegations of lack of neutrality and independence very seriously and is looking into the matter. If these allegations have any validity, we will take the steps necessary to ensure that our work remains in line with our principles.
- National Red Cross and Red Crescent Societies are neutral: we do not take sides between those involved in war, armed conflict, violence, regardless of whether they are international, government or opposition forces.
- National Red Cross and Red Crescent Societies are impartial: we help people whose needs are greatest during armed conflict, regardless of who they are: civilians or fighters no longer participating in hostilities.
- National Red Cross and Red Crescent Societies are independent: we do not represent governments or any other authorities, but act as an auxiliary to the State on purely humanitarian issues. As part of our role as auxiliaries to governments, we provide a broad range of services, including disaster relief and social programmes. In wartime, National Societies may assist people not participating in the fighting and may provide support for the medical services of armed forces.
- The principles of neutrality, independence and impartiality enable the Red Cross and Red Crescent to gain acceptance amongst parties and amongst local populations. This acceptance enables the International Red Cross and Red Crescent Movement to acquire safe access to areas that may otherwise be inaccessible.
- Remaining neutral between the parties and being independent of any other parties, States or institutions enable the International Red Cross and Red Crescent Movement to act impartially: the Movement provides support according to humanitarian needs, free from political, ethnic, religious, ideological or any other considerations.
- A neutral International Red Cross and Red Crescent Movement that refrains from participating in controversies is ready and in a position to help alleviate the suffering of people without ulterior motives and without discrimination.

Emblem origin/misuse/misunderstanding

- We are looking into the reports alleging misuse of the emblem. We take these issues very seriously since the red cross, red crescent and red crystal emblems must be used and displayed properly to ensure that they can fulfil their primary function – to protect.
 - The red cross and red crescent emblems carry no religious or political meaning. They are protective emblems, enshrined in international law.
 - The emblems were created to distinguish and protect medical and religious personnel providing care and assistance for the wounded and the sick.
 - The red cross emblem is derived from the Swiss flag, which has a white cross on a red background, and was chosen to honour the founder of the International Red Cross and Red Crescent Movement, who was from Switzerland. It is not a religious symbol.
-

- The use of the protective emblems (the red cross, the red crescent and the red crystal) is regulated by the Geneva Conventions and their Additional Protocols, and in many countries by domestic law. As signatories to the Geneva Conventions, States are responsible for ensuring that the emblems are displayed in accordance with the regulations.
- Protective function: In armed conflicts, the red cross, red crescent and red crystal emblems are the visible signs of the protection conferred by the Geneva Conventions and their Additional Protocols on the medical personnel, units and transports of armed forces and on authorized relief workers and civilian medical personnel, hospitals and medical units.
- Indicative function: The emblems also show that a person or an object has a link with the International Red Cross and Red Crescent Movement. In such cases, the emblems must bear additional information (for example, the name or the initials of the National Society). The emblems must be displayed in relatively small dimensions and may not be placed on armbands or on the roofs of buildings, in order to avoid any confusion with the emblems used as protective devices.

For more information, please consult the ICRC document available at: www.icrc.org/eng/war-and-law/emblem/overview-emblem.htm

Misconduct of staff or volunteers

- We are aware of the very serious allegations that have been made against one of the members of the staff/volunteers of the Red Cross / Red Crescent. This matter is being looked into carefully and the person concerned will be given an opportunity to provide an explanation.
- The alleged conduct is not in line with the Fundamental Principles of the International Red Cross and Red Crescent Movement – independence, impartiality and humanity – which all the members of our staff and our volunteers are committed to upholding. The matter is being investigated and if the allegations prove to be substantiated we will be taking appropriate action.

BRANDING TEMPLATES

LOGOS FOR NATIONAL SOCIETIES

A set of templates have been developed to provide helpful suggestions for National Societies planning to undertake a re-branding process in the future.

Using these templates **is not** compulsory. In fact, every National Society is free to decide how it wants to represent itself, within the limits laid down by the 1991 Emblem Regulations. These suggestions are intended to serve as a resource for National Societies that are beginning to work on their visual identity. The design files are available on Fednet and ready to be used or adapted. Also, because some National Societies may feel the need to be more specific about the provenance of a Red Cross / Red Crescent body – that is, convey more than just the country of its origin – a design giving the name of a branch or city was also developed.

If National Societies use these options, they could, in the long term, make Red Cross / Red Crescent visual identities, as well as our ‘look and feel’ throughout the world, more uniform.



*(insert full
name of NS
or initials here)*



*(insert full
name of NS
or initials here)*



*(insert full
name of NS
or initials here)*



*(insert full
name of NS
or initials here)*

(CITY/BRANCH)



*(insert full
name of NS
or initials here)*

(CITY/BRANCH)



*(insert full
name of NS
or initials here)*

(CITY/BRANCH)

EMBLEM MISUSE MANAGEMENT DOCUMENTS

Misuse of the emblems by a third party – management workflow and model materials to use

Among the factors that most seriously affect recognition for and understanding of our Red Cross and Red Crescent brands is their misuse by third parties who, often, do not realize that they are protected symbols.

Pharmacies, veterinarians and medical practices often use the emblems to promote their businesses and sometimes – as was the case in some countries during the recent uprisings in the Arab world – tradesmen such as electricians, and even politicians, do so as well. Such misuse is really a form of flattery, as it reflects the credibility and positive associations of the brand; but it undermines the respect to the emblems and the credibility of the Movement and causes brand confusion.

As the emblems are protected by the Geneva Conventions, third parties are in fact breaking international and, most often, domestic laws by displaying them. Often, a simple letter to the person or business in question, bringing the matter to their attention and asking them to discontinue using the emblem, is all that is needed. Dealing with these sorts of misuse of the emblem should not be an onerous task for National Societies with few resources, as it is usually not an expensive or complicated process. Every National Society should be vigilant in this regard as emblem protection and its brand positioning in the country can be significantly affected by instances of misuse.

The sample or model letter that follows can be adapted for use by your National Society. The letter is available for download on the branding FedNet pages.

The simple five-step process below can be used to deal with misuse quickly and effectively.

-
- Step 1.** Identify the business or individual misusing the emblem and find out their postal or email address. Often, National Society staff members and volunteers who have been made aware of the issue of misuse can become your eyes and give you cases to follow up.
.....
 - Step 2.** Send the model letter to the business or individual, alerting them to the fact that they are breaking international and/or domestic laws and asking them to stop using the emblem to promote their business.
.....
 - Step 3.** Set up a meeting with the individual or business and discuss how and when they are going to withdraw or phase out use of the emblem on items such as brochures and signage and on advertisements posted online.
.....
 - Step 4.** If they take no action, use the model ‘follow up’ letter to try to convince them to do so; and perhaps set up another meeting.
.....
 - Step 5.** After the individual or business has taken action, send them the model ‘thank you’ letter; if the misuse persists, refer it to the relevant department or minister (e.g. Defence) in your government.
.....
-

Emblem misuse management

First contact letter

[date]

[to address]

Dear [name],

I am writing to you in connection with your use of the red cross / red crescent emblem – displayed, we believe, [on your company vehicle]. I would be grateful if you would read the information about the emblem below, so that we can chat about this matter in a few days' time.

The use of the red cross and red crescent emblems is regulated by the Geneva Conventions and their Additional Protocols and in many countries (including ours – *if this is the case*), by domestic law.

The emblem of the red cross, red crescent or red crystal on a white background has a special meaning. These emblems are internationally recognized as signs of protection and impartiality. They save lives every day in armed conflicts throughout the world. In peacetime, they may be used to show that a person or an object has a link with the International Red Cross and Red Crescent Movement – for example, in our country, to indicate association with the [insert the name of your National Society here].

[Insert your country name here – *if the domestic law exists, otherwise use 'international law'*] law is clear. The red cross / red crescent emblem should not be used without the written consent of [insert relevant government minister or reference here e.g. Minister for Defence]. The law also prohibits the use of any designs that closely resemble the emblem, as these may be mistaken for the emblem or understood to be referring to the emblem. Nations all around the world have similar laws. Why? Because every time the red cross or red crescent emblem is misused, the protective power of the emblem is reduced, and the lives of those who depend on the emblem's protection during armed conflict are endangered even more.

It has been reported that [your company vehicle displays a large red cross on both front doors]. I am sure that there was no intention to misuse the emblem: many businesses have inadvertently made the same mistake. Please rest assured that our aim is to educate the community. At the same time [the logos on your car] may well need to be altered because you may be in breach of the law.

I look forward to discussing this with you, and working towards a solution.

Kind regards,

Emblem misuse management *Second contact letter*

[date]

[to address]

Dear [name],

I am writing in connection with the letter we sent you recently / discussion we had recently about the use of the red cross / red crescent in your [insert vehicle, promotional material, etc. here]. We note that your [insert relevant item here] still prominently display representations of the red cross / red crescent emblem and that such use of the emblem may not be in compliance with the Geneva Conventions Act of [insert relevant legislation or law and country here].

For these reasons I would strongly advise you to seek permission from [insert relevant government department or minister here] if you wish to continue using your current logo.

The reason the red cross / red crescent emblem is so strictly regulated is simple. The emblem's purpose is to provide protection from attack for military medical personnel and certain other parties who undertake humanitarian work during armed conflict. Every time the emblem is misused, its protective power is reduced, the public understanding becomes confused, and the lives of those who depend on the emblem's protection in situations of armed conflict are endangered.

[Insert National Society name here] has been given the role of assisting the [name of country government here, e.g. Government of Fiji] in ensuring proper use of the emblem. I must therefore request you to make arrangements either to seek permission to use the emblem or to modify your logo so that it ceases to resemble any of the protected emblems. I am happy to discuss this further with you if needed.

Yours sincerely,

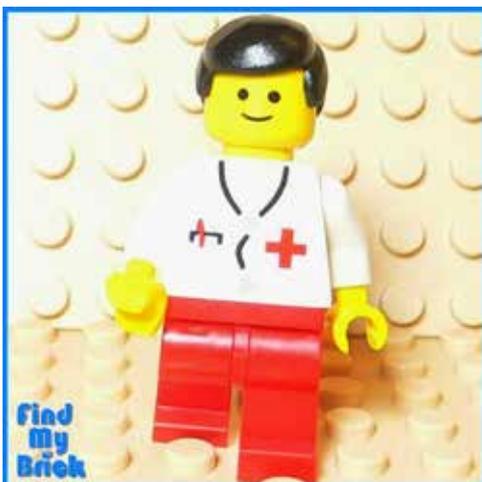
Emblem misuse samples



01. Promotional car. Geneva motorshow.



02. Logo of a clinic in Causeway Bay, Hong Kong.



03. Toys

Note:
these are all
examples of
misuse of our
emblems.

BRANDING FOR YOUTH AUDIENCES

Our youth are not the future. They are the here and now. Young people are part of our organizations now, and it is important that we recognize their relevance to the work of the Movement. If we think of our youth as the future we will miss the opportunity to benefit from their energy and imagination, which are so vital to our development.

Young people have redefined the music store, the search tool, and social networks; they have had the Walkman, television and the credit card redefined for them because they wanted it. How best should our Movement involve young people?

- Treat youth as an audience and not a programme.
- Young people may be one of the toughest audiences today, but there is none more important.
- You need to relate – be relevant to their lives, speak the same language.
- Need to engage – become part of their lives, be something they value and respect, become someone they want to listen to.
- Need to involve – make them feel valued, listened to and be part of your organization.
- Don't patronise them with special language, separate website and colours – they don't want to be treated simply (no matter how old they are).

Youth can be seen in our Global Youth Strategy as:

1. Innovators
2. Leaders
3. Partners
4. Promoting humanitarian values and life skills.

DOS AND DON'TS

Relating to young people

It is difficult to make oneself heard today. Millions of messages are addressed to young people every day; so ours has to be one that grabs their attention. When talking to young people it is important to use the right tone of voice and speak the same language as them, without being condescending and patronizing and shape the content in the right way.

This will increase our chances of being heard.

tone of voice

Dos

- ➔ **Be open, clear and give relevant and concrete information.** Young people are accustomed to fast and effective communication. Do not overcomplicate things.
- ➔ **Open up a two-way conversation.** Be ready to listen to feedback and opinions.
- ➔ **Let them think independently.** Get them to think critically about their actions and decisions. Give them as much information as possible (from all angles) about the issue you are dealing with. Allow them to make up their own minds.
- ➔ **Work on the packaging.** Always make your message look interesting and appealing. If you are boring or dull, young people will not even listen to you.
- ➔ **Try to create pieces of “edutainment” – educational messages delivered in an entertaining way.** Such messages, if suitable for the context, usually work well with young audiences.
- ➔ **Collaborate with young people when you create messages and materials for them to get your tone and visuals right.** Consult and listen to young people through focus groups or research (these can be organized even if you are operating on a small budget).

Don'ts

- ➔ **Don't patronize or judge your audience.** This will annoy them and they will not listen to you.
- ➔ **Don't sound presumptuous or all-knowing.** If you do, you will only sound boring and outdated and young people will not listen.
- ➔ **Don't scare them.** Young people can interpret such tactics as attempts to influence and control them. The result of this is that youth will withdraw the message, ignore you, or become angry.
- ➔ **Don't follow a trend** – it will go out of date very quickly, e.g. if a colour palette or

a different font or choice of vocabulary is particularly trendy, don't follow it as your communication material might outdate soon.

- ➔ **Don't create major differences between the visual identity for young people and that for adults, particularly where teenagers (13-18) are concerned.** If something very different is done for them, it will come across as patronizing and might alienate. The case may be different for younger audiences, i.e. those under the age of 13.
- ➔ **Young people really respect the Red Cross /Red Crescent brand and what it stands for.** It is an asset that we can/ should leverage. Don't try and change it for them as they will not appreciate.

LANGUAGE

Dos

- ➔ **Use simple language.** Keep your message simple and clear; this will increase its chances of getting attention.
- ➔ **Use humour and be informal.** This will stimulate interest in what you have to say.
- ➔ **Keep it brief.** Young people are bombarded with many messages every day. Do not overdo things.
- ➔ **Refer to current youth culture** when giving examples and explaining concepts.

Don'ts

- ➔ **Avoid jargon and technical language.** Using complicated language will make your message boring and inaccessible; and you will lose young people's attention.
- ➔ **Don't use formal language,** as that can be intimidating.
- ➔ **Don't try to be one of them.** Do not use slang or words that are not part of a normal adult's vocabulary.
- ➔ **Don't make demeaning statements** like “You're smart for a teen-ager!” or “You'll understand when you grow up.”
- ➔ **Avoid using examples that are inappropriate** for young people or unrelated to youth culture.

Talking to youth people

Dos

- ➔ **Know your audience.** You must know who you will be talking to so that you can tailor your message accordingly. 'Youth are not an homogenous group'.
- ➔ **Involve them in your presentations.** When doing presentations or talking to a large audience, engage them early and involve them throughout as active participants.

Don'ts

- ➔ **Don't put people in opposite categories or treat them differently.** Don't create an 'adults vs. children' scenario.
- ➔ **Don't embarrass them.** Never make them the centre of attention in a group just because they are 'youth' or ask them questions that they might not be able to answer. Always let them decide if they want to be in the spotlight.

Engaging young people

After you have established a connection with young people, it is important that you maintain the relationship and cultivate it. This can secure their involvement and loyalty, which can make a real difference to your organization.

Engagement depends on your behaviour and on the nature of your interaction with your audience.

YOUR BEHAVIOUR

Dos

- ➔ **Be enthusiastic.** When recruiting or involving young people, be passionate! Young people will not want to participate if it does not look like fun or if they think it will be boring.
- ➔ **Develop a framework for youth involvement** that is flexible enough for them to be able to engage with your organization properly.
- ➔ **Be true to yourself and authentic.** Young people live in a world of 'fake virtual friends' and curated identities, and truth is more important than ever. Be authentic and consistent and they will recognize it.
- ➔ **Be transparent.** Integrity and transparency are much demanded today. This is even truer for charitable organizations and young people do consider these values when evaluating a brand.
- ➔ **Engage with new technology.** Young people spend a lot of time using new technologies, online and on social media. Global brands are Microsoft, Google, Facebook and Apple, which are shaping their world more and more. To attract and engage them, try and meet them online as well as offline.

- ➔ **Build strategic partnerships based on brands.** Build partnerships with other strong brands. To be associated with strong and highly rated brands is important because more and more people relate through brands.

Don'ts

- ➔ **Don't be exclusive.** Make them feel welcome in your organization and let them bring their friends.
- ➔ **Avoid one-off messaging.** Keep them constantly involved and keep talking to them. Whether you engage online or offline, find opportunities to engage their attention and to talk to them.
- ➔ **Don't underestimate their friends' opinions.** Friends are a very important aspect of their lives and because of social media, a constant presence as well.
- ➔ **Don't make a promise that you can't keep.** Loyalty to a brand develops from a relationship of trust. This is especially important in the constantly changing world inhabited by young people. If you let them down, they will no longer trust your organization and you will lose them.

WORK WITH THEM

Dos

- ➔ **Make them feel part of the organization.** Involve them in projects and give them a role. Explain the contribution they can make through their work.
- ➔ **When working with them, set out clear roles.** It is important to clearly define their roles so that they know what they are responsible for.
- ➔ **Reward them for their contribution.** Make them feel valued for what they have done. Do not be dismissive.
- ➔ **Teach them something.** Young people can offer an added value to your organization, but it is important that they walk away with something as well. Give them an experience, skills and tools that they can also use in the future.

Don'ts

- ➔ **Don't make them feel useless.** Young people are very perceptive about problems in their communities and want an opportunity to help and to be heard. Give them detailed information about the nature of their involvement and the impact that their participation will have.
- ➔ **Avoid confusion and fake promises.** Do not make a promise that you cannot keep. Do not promise a job, money or goods in exchange for their contribution, if you cannot give them any of these things. Be clear about what you can give them and what they can expect.

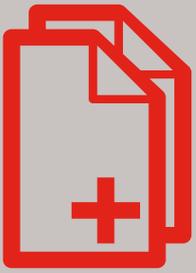
Retaining young people

Dos

- ➔ **Always offer a high-quality experience.** Quality is a very important factor. As we are not selling a product, we need to offer a valuable and high-quality brand experience.
- ➔ **Invest in long-term engagement.** Ensure that young people see themselves in the future of the organization, whether as volunteers, staff members, board members or even donors.

Don'ts

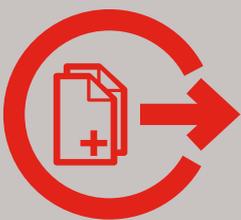
- ➔ **Don't let them feel ill-used after you have worked with them.** Always reward them and show them that you value their contribution, or they will go away feeling exploited and will not come back.



FOR MORE DOCUMENTS, CASE STUDIES, EXAMPLES PLEASE VISIT THE INTERNATIONAL BRANDING INITIATIVE COMMUNITY OF PRACTICE ON FEDNET.



[HTTPS://FEDNET.IFRC.ORG/EN/COMMUNITIES/COMMUNITIES-OF-PRACTICE/](https://fednet.ifrc.org/en/communities/communities-of-practice/)



WE WELCOME YOUR EXAMPLES AND CASE STUDIES RELATED TO BRAND. YOU CAN UPLOAD THEM IN THE COMMUNITY OF PRACTICE.

THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Humanity The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

For more information on the Red Cross
Red Crescent branding toolkit, please contact:

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Red Cross Red Crescent

International Branding Initiative