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

Geneva, Switzerland
7 December 2015

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

Progress and background report

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

Geneva, October 2015

PROGRESS AND BACKGROUND REPORT

EXECUTIVE SUMMARY

This report on the International Red Cross and Red Crescent Movement (Movement) Branding Initiative highlights the consultations, activities, progress and outcomes that have taken place over nearly two years following the adoption of resolution CD/13/R6 (Branding Resolution) by the 2013 Council of Delegates (CoD) in November 2013. In addition, this report provides the background on the proposed resolution on the adoption of a Movement logo, CD/15/6, to be presented for adoption by the 2015 CoD.

The Movement Branding Initiative builds upon preceding brand-related efforts and has made progress on the various commitments outlined in the 2013 Branding Resolution to further strengthen the ability of Movement components to manage their brands more effectively and to ensure optimal representation and positioning of the Movement and its components, of their humanitarian activities and of their humanitarian diplomacy objectives. Specifically, the Branding Resolution called upon the Movement to clarify outstanding issues regarding the decorative use of the emblem and its display on packaging of products sold by third parties, and also recommended that the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (International Federation) initiate an inclusive process to further develop the conditions and rules governing a possible Movement logo, taking into account all positions and views expressed by the components of the Movement.

Since the 2013 CoD, a series of Movement-wide consultations have been undertaken. The key outcomes, findings and recommendations include:

1. Clarification on the two outstanding issues from the branding toolkit,¹ in the guidance document “The red cross and red crescent emblems and logos in communication, marketing and fundraising” and relating to the interpretation of the provisions of the 1991 Emblem Regulations defining the “use of the emblem for decorative purposes” and those relating to the display of the emblem on the packaging of products sold by corporate sector partners. In both instances, the solutions proposed aim to enhance the ability of National Red Cross and Red Crescent Societies (National Societies) to promote themselves and the Movement, as well as increase fundraising opportunities for National Societies.
2. Completion of the guidance document [t]“The red cross and red crescent emblems and logos in communication, fundraising and marketing” to reflect the above clarification, and a commitment by all Movement components to ensure its promotion and application to more coherently manage the individual and collective brands and visual identities;
3. A recommendation to present a Movement logo and the conditions and rules for its use for adoption at the 2015 CoD;
4. An agreement on the principle that the Movement logo would be used exceptionally for representation, communication, fundraising and promotion for emergencies, events, themes or campaigns of global concern – which is reflected in the conditions and rules;
5. A commitment to further define the Movement’s collective identity, such as through common messaging and a shared visual identity, to enhance the Movement’s positioning as one humanitarian network, promote issues of global concern and increase the visibility of the Movement’s work, as per agreed Movement policies and principles of cooperation and coordination;

¹ The branding toolkit was created as part of the International Branding Initiative in the lead-up to the 2013 CoD and was referenced in the 2013 Branding Resolution. It aims to help National Societies strengthen their brands and successfully manage their reputations, in order to position themselves as leading humanitarian actors and remain relevant and competitive in today’s changing environment. The branding toolkit and more information about branding can be found at <https://fednet.ifrc.org/branding>.

CD/15/6

6. A commitment to continue to strengthen individual components' expertise in branding and resource mobilization;
7. Interest in developing Movement-wide principles for resource mobilization that leverage the strength and diversity of individual Movement components to maximize fundraising and promotional opportunities for the benefit of the people the Movement serves.

1) Introduction

Movement components are operating in a rapidly changing and increasingly competitive humanitarian environment, particularly with respect to communicating, positioning and obtaining funds to support its humanitarian mission and mandates. Current trends suggest that although we, the Movement and its components, are the largest humanitarian network in the world, we are missing opportunities to be visible and fundraise on a global scale in support of our humanitarian work and the people we serve.

In today's digital age, in which information flows rapidly across borders and global identities are sought, there is a great opportunity to create a Movement identity to improve the visibility of the Movement as coherent and unified, and increase Movement-wide fundraising opportunities on campaigns, themes and contexts of global concern. The Movement does not currently have a logo to represent its collective identity, but ad hoc logos are occasionally created for representation and communication purposes. In cases where components of the Movement or external partners want to use one global visual identity for Movement fundraising campaigns or communication and representation purposes, having a Movement logo would make that possible, thus meeting both internal and external needs. The desire to respond to these needs and seize these opportunities was the catalyst for the past and present discussions on branding and creating a Movement identity and logo.

Consequently, the 2013 Branding Resolution (operative paragraphs 5 and 7) welcomed the guidance document "The red cross and red crescent emblems and logos in communication, marketing and fundraising" and the components' commitment to clarify two outstanding issues, and recognized the interest of components in exploring the possibility of a Movement logo, and recommended further development of conditions and rules governing such a logo.

As part of the Movement Branding Initiative described in this report, the ICRC and the International Federation established a process for clarifying the outstanding issues raised in operative paragraph 5 linked to the use of existing logos, and consulted Movement components to explore the possibility of developing a Movement logo and its conditions and rules as recommended in operative paragraph 7.

As described later in this report, activities were also carried out to follow up on other operative paragraphs in the 2013 Branding Resolution, e.g. operative paragraph 2, "Developing a common understanding and commitment to transnational and positioning issues," operative paragraph 4, "Managing our reputation in transnational crises," and operative paragraph 6, "Strengthening the branding of the components of the Movement."

The Movement Branding Initiative also complements the objectives defined and pursued in follow-up to Resolution 4 adopted by the 2013 CoD, CD/13/R4, "Strengthening Movement coordination and cooperation" (SMCC). As per this initiative, a specific plan of action is being proposed to the 2015 CoD for adoption. The plan works, in particular, to enhance coordination and cooperation on communication and resource mobilization in major operations.

The decision to ensure coordinated and cohesive communication through the SMCC process further emphasizes the critical importance of a Movement-wide approach to communicating

CD/15/6

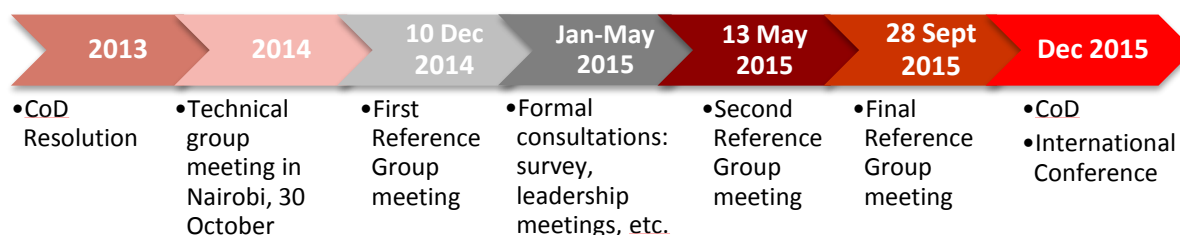
and promoting the mission and work of the Movement and its components in contexts of global concern.

2) **From the International Branding Initiative to the Movement Branding Initiative: The process following the 2013 Branding Resolution and background on Movement Logo resolution submitted for adoption**

Following the unanimous adoption of the Branding Resolution by the 2013 CoD, the ICRC and International Federation launched a wide range of consultations to make progress on the various commitments that the Branding Resolution mandated. As reflected in the 2013 Branding Resolution, the focus on the Movement's collective identity and the possibility of developing a Movement logo prompted the change in the initiative's title from the "International Branding Initiative" to the "Movement Branding Initiative."

The Movement-wide consultations had two main tracks for making progress on the initiative's objectives: through the Movement Branding Initiative Reference Group of National Societies (Reference Group); and through a series of ad hoc technical working groups of National Societies. There were also branding discussions at leadership meetings and a comprehensive survey of National Society leaders on the Movement logo. Branding and brand-related topics, such as reputational risk management and brand management, were also incorporated into regional and global Movement communication events to enhance brand awareness and increase brand expertise.

The Movement Branding Initiative consultation timeline was as follows:



Movement Branding Initiative Reference Group

The Reference Group, composed of National Society leaders at secretary general level and representatives of the ICRC and the International Federation, was formed in 2014 to expand upon the progress and outcomes of the previous branding reference group² prior to the 2013 CoD. It had the following objectives:

1. make recommendations and advise on matters linked to a possible Movement logo and the conditions and rules for the use of such a logo;
2. review progress on strengthening the Movement's identity and further define that identity;

² The Branding Resolution adopted by the 2013 CoD was the result of a multi-year initiative – called the International Branding Initiative – intended to help components of the Movement manage their brands more effectively at the local and international level for promotional, communication and fundraising purposes. The International Branding Initiative was carried out under the supervision of a reference group composed of senior leaders of National Societies and led by the ICRC and the International Federation, together with the British Red Cross and the Kenya Red Cross Society. It had different work streams for developing guidance on specific branding challenges faced by the Movement and its components. The consultations conducted as part of the different work streams resulted in the branding toolkit, which was referenced in the Branding Resolution adopted by the 2013 CoD.

CD/15/6

3. clarify the specific rules for using the existing logos in communication, marketing and fundraising activities, and address the outstanding issues in the guidance document mentioned in the 2013 Branding Resolution;
4. identify ways to support and strengthen a “branding culture” across the Movement.

A total of 20 National Societies were involved in one or both of the Reference Group meetings held on 10 December 2014 and 13 May 2015. The final Reference Group meeting took place on 28 September 2015.

Technical consultations

The Movement Branding Initiative technical consultations brought together legal, communication and fundraising experts from National Societies, the ICRC and the International Federation to further advance and inform the branding issues set out in the 2013 Branding Resolution and to formulate recommendations to be moved forward by the Reference Group. Specifically, the consultations were aimed at reaching agreement on:

1. the outstanding issues related to the interpretation of certain rules of the 1991 *Regulations on the Use of the Emblem of the Red Cross or the Red Crescent by the National Societies* (Emblem Regulations), in particular on:
 - the notion of “decorative use of the emblem” and the definition of “freer design” and
 - the display of logos and/or emblems on packaging and products sold or distributed by corporate sector partners.
2. the possibility of developing a Movement logo to enhance the positioning, visibility and fundraising opportunities for the Movement and its components, and the rules and conditions for the Movement logo’s future use.

Technical consultations included sessions with fundraisers from National Societies, the ICRC and the International Federation, as well as a series of global and regional sessions conducted with National Societies’ legal advisors, including two briefing sessions as part of the annual meetings of the National Societies’ legal advisors in 2014 and 2015.

The outcomes and recommendations stemming from the Movement Branding Initiative technical-level consultations were presented to the Reference Group.

National Society survey on a possible Movement logo

With support from an external consultant, the ICRC and International Federation conducted a survey of National Societies’ secretaries general and presidents to assess the extent of their support for a Movement logo and to gather input and feedback on the proposed terms and conditions for such a logo.

The survey was available online and offline in five languages (Arabic, English, French, Russian and Spanish) for a one-month period from 27 March to 28 April 2015. A total of 86 National Societies completed the survey, representing 46 per cent of all currently recognized National Societies (189) in the Movement. The sampling strategy established for the survey aimed to achieve a 30 per cent response rate (56 National Societies), with respondents from all geographic regions to ensure results were sufficiently representative; this rate was exceeded in all regions.

The outcome of the survey was presented at the Reference Group meeting held in May 2015 and is posted on the 2015 CoD website for National Societies to view.

Consultations at Leadership Meetings

CD/15/6

The Movement-wide consultations also included discussions and/or presentations at regional leadership meetings held in 2014 and 2015 (in Tbilisi, Budapest, Madrid, Beijing, Qatar, Kuala Lumpur, Dakar and Nairobi) and at Movement induction courses for National Society leaders.

Regional and Global Events

Throughout the initiative, branding-related topics such as managing reputational risk, environmental scanning and brand management were also streamlined into global and regional events to increase capacity and expertise in branding, and raise awareness of brand management and its importance and impact on individual Movement components and the Movement as a whole. For example, branding was a prominent topic during plenary and workshop sessions at the Movement-wide Global Communication Forum held in Nairobi, Kenya in October 2014. The Forum gathered together nearly 140 communication, marketing, media relations, public relations and fundraising experts from the ICRC, the International Federation and 64 National Societies. The sessions on branding fed into the broader questions of enhancing the positioning of the Movement's brands, created awareness of the importance of brand management within the Movement and promoted the branding toolkit, and specifically the guidance document on "The red cross and red crescent emblems and logos in communication, fundraising and marketing."

3) Analysis and Progress

A. Analysis and Progress on the Branding Resolution

The following section provides an update on the analysis and progress relating to the operative paragraphs of the 2013 Branding Resolution. No further operative paragraphs are being proposed at the 2015 CoD, with the exception of a follow-up to operative paragraph 7, enhancing a Movement identity, which is linked to the Movement logo, as described below.

Operative paragraph 5:

"Using the emblem [and logos] in commercial and resource-mobilization contexts and commercial ventures

5. *welcomes* the development of the guidance document "The red cross and red crescent emblems and logos in communication, marketing and fundraising" and the commitment of the components of the Movement to clarify outstanding issues (i.e. "decorative use" of the emblems, display of a Movement component's logo on packaging and what constitutes packaging), while recognizing that the guidance provided in the document is not intended to replace, but rather to support, the current regulatory framework"

Through the previously mentioned technical consultations, further clarity was achieved on outstanding issues related to the interpretation of certain rules of the 1991 Emblem Regulations. The clarifications on the notion of "decorative use of emblem" should provide National Societies with more flexibility to display a freer design in initiatives and on materials intended to promote themselves or the Movement.

Similarly, through the technical consultations, a definition of packaging and proposed guidelines for placing existing logos on the packaging of third-party partners to increase fundraising opportunities for National Societies were developed and supported by the Reference Group in December 2014. Specifically, the definition of packaging includes: "Packaging is something that is added to a product (not integral such as a bottle containing the product such as shampoo) and is intended to be discarded once you access the product."

The Reference Group gave their support to both aforementioned clarifications in its meeting of December 2014, under the common understanding that, in accordance with the letter and spirit of the 1991 Emblem Regulations, any display of the emblem or of any of the logos in use by Movement components remains subject to the condition that it does not and would not be liable to compromise the protective function of the emblem or tarnish the emblem's prestige or respect.

These clarifications are now reflected in the branding toolkit,³ specifically in the guidance document "The red cross and red crescent emblems and logos in communication, fundraising and marketing." Additional guidance on the display of the emblem or National Societies' logos on buildings, premises and equipment has also been integrated into the branding toolkit.

"The red cross and red crescent emblems and logos in communication, fundraising and marketing" guidance document will be promoted to National Societies, ICRC delegations and the International Federation's regional and country offices. This should help ensure that the display of the emblem and of the individual logos of Movement components remains at all times congruent and consistent with agreed Movement rules and policies, and provide greater uniformity of branding practices and positioning across the Movement.

Operative paragraph 2:

"Developing a common understanding and commitment to transnational and positioning issues

2. *approves* the following Movement positioning statement, which seeks to establish a unified, Movement-wide approach to collective transnational communication as well as to differentiate between the components and boost our respective brands, and *invites* all components of the Movement to make use of the statement, where appropriate, to guide their external communications and to describe the Movement in a consistent manner:

'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 relieve suffering.'"

Since the 2013 CoD, several large-scale crises of global concern have occurred in which Movement components collaborated and coordinated on transnational communication efforts and outreach with external stakeholders, including through joint communication products, platforms and messaging. For example, Movement components developed a public-facing joint platform (www.redforsyria.org) that uses consistent and regular joint messaging and coordinated promotional activities in an effort to carry out humanitarian diplomacy, mobilize

³ The branding toolkit includes guidance on: brand development; the display of logos and emblems in communication, marketing and fundraising; branding in the digital sphere and social media; managing media relations during a reputational crisis; national crisis management guidance and draft responses/reactive lines; branding templates and emblem misuse management documents; and branding for youth audiences. The branding toolkit and more information about branding can be found at <https://fednet.ifrc.org/branding>.

CD/15/6

resources and position the Movement to better serve people affected by the Syrian crisis. Similarly, following the Ebola outbreak in West Africa, coordinated and joint communications were aligned with operational frameworks and resource-mobilization efforts, once the roles and responsibilities of individual Movement components were clearly established. Importantly, experience was gained and lessons learned that will be useful in enhancing communication efforts. More examples and details on the collaboration and coordination of communication efforts can be found in the 2015 CoD SMCC progress report.

Operative paragraph 4:

“Managing our reputation in transnational crises

4. *welcomes* the development of the guidelines and recommendations on responding to reputational crises and *encourages* all components of the Movement to make use of and apply them in order to avert the adverse transnational effects those crises may have on the Movement as a whole and on its activities”

Operative paragraph 6:

“Strengthening the branding of the components of the Movement

- 6a. *urges* components of the Movement to develop their branding expertise by using the brand-development tools in the branding toolkit and through Federation-facilitated and other forms of partnering with National Societies with branding experience;
- 6b. *welcomes* the development of design templates that may be used by National Societies to revise or update their visual identities, and *encourages* National Societies to make use thereof;
- 6c. *urges* National Societies to act at all times in full compliance with the regulatory framework adopted by the Council of Delegates on the display of the emblem and of a National Society’s logo, which includes the 1991 Emblem Regulations, and thus in particular when it comes to their commercial partnerships and commercial ventures”

As previously mentioned, branding was a key theme at the Movement-wide Global Communication Forum 2014 in Kenya, with one plenary session and four workshop sessions covering brand-related topics, including brand management, advanced brand management and environmental scanning. During the forum, the ICRC, the International Federation and numerous National Societies shared their branding experience and expertise to raise awareness of the importance of managing brands and visibility in today’s competitive environment. The sessions also promoted the branding toolkit and the guidance document “The red cross and red crescent emblems and logos in communication, fundraising and marketing,” and encouraged all components of the Movement to make use of the tools to avert the adverse transnational effects those crises may have on the Movement as a whole and its activities.

The forum’s evaluation report also indicated that the participants had significant interest in branding and a need to continue developing a better understanding of branding and

CD/15/6

harmonizing the Movement's brand-related activities individually and collectively.⁴ Furthermore, the participants at the forum drafted a "Declaration and Commitments" emphasizing to Movement leaders the need to invest in communication and fundraising, and in our brands, to remain relevant in today's changing environment.⁵

Operative paragraph 7:

"Enhancing a Movement identity

7. *recognizes* the interest of the components of the Movement in exploring further the possibility of a Movement logo, and *recommends* that the ICRC and the International Federation initiate an inclusive process to further develop the conditions and rules governing such a logo, taking into account all positions and views expressed by the components of the Movement, and establish a process for consultation with States based on the outcome of these discussions."

As set out in Section 2 above, a comprehensive process was established to assess and analyse the interests, risks and opportunities of the adoption of a Movement logo, and to develop the conditions and rules for the use of such a logo. The reflections and recommendations of the Reference Group played a key role in these consultations, as did the results of a Movement-wide survey that explored the interest of the components of the Movement in such a logo, and feedback on its draft conditions and rules and design elements.

i. Results of the survey on a Movement logo⁶

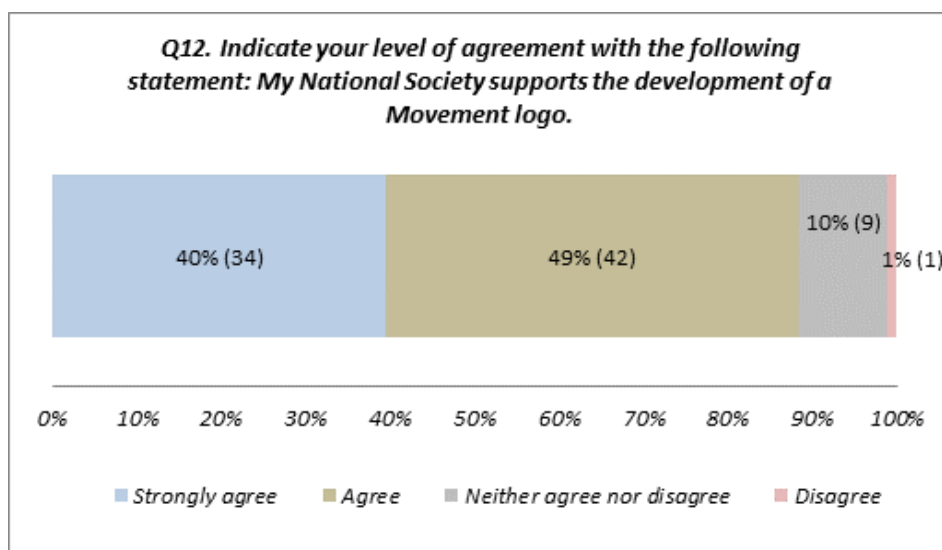
The ICRC and the International Federation sought input from all National Societies through an opinion survey, as mentioned in Section 2.

Of the 86 National Societies that responded to the survey on the Movement logo, the majority (89 per cent, 76 National Societies) of respondents agreed or strongly agreed that their National Society supported the development of a Movement logo; 10 per cent (9 National Societies) neither agreed nor disagreed and 1 per cent (1 National Society) disagreed with the development of a Movement logo, as reflected in the graphic below.

⁴ The Global Communication Forum evaluation form included a question for participants on branding and whether "...this forum will allow the Movement to address the challenges posed by our respective Red Cross and Red Crescent brands". To this question, 74 per cent of respondents answered "Yes," 22 per cent "Maybe," 3 per cent "No opinion" and 1 per cent "No." The complete evaluation report can be found at <https://fednet.ifrc.org/gcf2014>.

⁵ The "Declaration and Commitments" drafted at the Global Communication Forum 2014 emphasized the need to: strengthen the Movement's reputation, build trust, and foster better understanding of the Movement; promote a positive image and actively expand communication and fundraising activities to meet growing challenges whilst promoting and maintaining respect for the red cross and red crescent emblems; and harness the power of the Movement's collective network through coordinated global campaigns in priority contexts, and on particular subjects, and through initiatives that strengthen Red Cross Red and Crescent positioning, outreach and impact. The full declaration and commitment document is located at <https://fednet.ifrc.org/gcf2014>.

⁶ The Movement Branding Initiative findings report on the survey of National Societies on a possible Movement logo can be found at <http://rcrcconference.org/council-of-delegates/documents/>.



The survey also posed questions on the uses of a Movement logo and proposed terms and conditions. The scenarios in which a Movement logo would be used, which the majority of the National Societies responding to the survey supported, are:

- Representation for global events and statutory meetings;
- Communication, such as for the Red Cross Red Crescent magazine, joint statements, digital platforms, and other materials on contexts and themes of global concern or interest;
- Movement promotion and fundraising for a humanitarian emergency;
- Movement promotion and fundraising for a general theme or campaign.

Reference Group members commented on the high survey response rate, noting the good geographical representation of respondents and that the survey's overall findings were very positive. The Reference Group members present at the May 2015 meeting agreed that the results provide a substantive basis to present a Movement logo for adoption at the 2015 CoD.

ii. Development of conditions and rules

The ICRC and International Federation jointly drafted the *Conditions and Rules for the Use of the Movement Logo (Conditions and Rules)*⁷ describing the principles and rules for the use and display of the logo, the process for approving its use, National Society participation in global promotional and fundraising initiatives and the management of funds raised using the Movement logo. In drafting the *Conditions and Rules*, the ICRC and International Federation endeavoured to incorporate the interests and concerns of National Societies and of both international components, for example, ensuring the primacy of individual logos of Movement components and that the Movement logo will be used exceptionally, in a way that is complementary to that of individual logos of Movement components and conforms to the 1991 Emblem Regulations and other relevant rules and policies agreed upon within the Movement. The opportunities and risks associated with the use of the Movement logo overall, and in collaboration with external partners, were considered and analysed.

The development of the *Conditions and Rules* was an extensive and thorough process, and the consultations spanned all the tracks mentioned in the previous section. At the time of

⁷ The *Conditions and Rules for the Use of the Movement Logo* can be found at <http://rcrcconference.org/council-of-delegates/documents> and are annexed to the proposed resolution on the adoption of the International Red Cross and Red Crescent Movement logo.

CD/15/6

writing of this report, National Societies were being consulted on the *Conditions and Rules* through the formal consultation processes for the 2015 CoD.

Fundamental Principles

The Movement Branding Initiative aims to maximize collective and global visibility, positioning and fundraising in support of the humanitarian work of the Movement and the people it serves. Consequently, the Fundamental Principles of humanity and universality are relevant for this initiative and guide its activities.

Furthermore, increasing visibility about the work the Movement does, the people it serves, and how it serves them using all the Fundamental Principles as a guide helps people around the world not only understand the Fundamental Principles, but also how crucial they are to inspiring and guiding its action. The Fundamental Principles are what unify the Movement; they help build trust, and abiding by them strengthens the Movement's reputation. Specifically, the Fundamental Principles were referenced and highlighted in the Movement positioning statement ("...Guided by our Fundamental Principles, we mobilize the power of humanity to save lives and relieve suffering"), which was approved through the adoption of the 2013 Branding Resolution (operative paragraph 2). Operative paragraph 2 also invited all components of the Movement to make use of this statement, where appropriate, to guide their communication.

The Movement Branding Initiative hence intends to ensure proper links to the activities and outcomes surrounding the 50th anniversary of the Fundamental Principles in the lead-up to, and in the context of, the CoD and the 32nd International Conference of the Red Cross and Red Crescent.

B. Analysis and background to the adoption of the Movement logo resolution

As another follow-up to the 2013 Branding Resolution, this section sets out the background, analysis and conclusions driving the proposed 2015 CoD resolution on the adoption of a Movement logo. The section also provides an update on the work undertaken related to Movement-wide resource mobilization.

Movement logo

The consultations through the Movement Branding Initiative have indicated that there is a common interest among Movement components in adopting a Movement logo that would represent the global Movement brand in accordance with agreed conditions and rules and agreed scenarios for its use. The Reference Group also noted that if a Movement logo was not developed and used for situations of global and Movement-wide interest, the Movement as a collective could miss communication, positioning and funding opportunities. As a result, the Movement logo with accompanying *Conditions and Rules* are being proposed for adoption by the 2015 Council of Delegates.

A Movement logo would represent the entirety of the Movement and offer a vehicle for the Movement to support and project a more cohesive "one Movement" brand identity and voice in communication, promotion and positioning activities that are of global concern. It would also enable the individual components of the Movement, and the Movement as a whole, to respond more quickly to global fundraising requests requiring one logo to represent the whole Movement. The adoption of a Movement logo is therefore an important next step in establishing a more coherent global brand identity and image.

CD/15/6

In order to ensure that the Movement logo does not undermine the brand, image or fundraising ability of any component of the Movement, the proposed *Conditions and Rules* call for its use to be exceptional, to leverage the Movement's image and fundraising capacity without competing with the existing brands of individual Movement components or National Society market recognition, or confusing it with the International Federation's international and representative identity or the ICRC's operational and independent mandate. The elements and design of the proposed Movement logo have been developed to be coherent with the 1991 Emblem Regulations, in line with indicative use of the emblems, and represent an existing and recognized entity of the Movement.

Movement-wide principles on resource mobilization

Through the branding Reference Group meetings, technical working sessions and the survey on the Movement logo, the consultations addressed and analysed questions related to mobilizing resources for global initiatives in the context of the use of the Movement logo. This is also in alignment with the 2013 Branding Resolution, which underlined the importance of initiating "a discussion on a Movement-wide framework for resource mobilization." The discussions and analysis led to the development of several fundraising principles around the use of the Movement logo, which are now reflected in the *Conditions and Rules*.

Developing the fundraising principles around the use of the Movement logo was recognized by the Reference Group, ICRC and International Federation as an important basis for guiding collective fundraising endeavours in order to maximize the Movement's funding potential and increase resources for all, and for minimizing any risk of internal competition. In particular, the Reference Group recommended that the ICRC and International Federation broaden the discussions on the use of the Movement logo for global fundraising and promotional initiatives into discussions on developing Movement-wide resource-mobilization principles.

The discussions to date have indicated a strong desire for the Movement to address how, individually and collectively, we can maximize fundraising, which will enable the Movement to meet humanitarian needs that are growing due to the increasing size, number and complexity of emergencies and armed conflicts across the world. It was emphasized that we should not "leave money on the table" or miss fundraising opportunities that help position the Movement as donors' recipient of choice. The point was also made that other humanitarian organizations and charities were very conscious of the fact that they benefited financially from the inability of the Movement to come together and think globally and strategically with regard to resource mobilization. They believe that if this changed the humanitarian landscape could look very different.

As was the case for the specific principles for funds raised using the Movement logo, future Movement-wide principles for resource mobilization would also be intended to guide the components of the Movement to work more effectively together, building on the strengths and comparative advantages of individual Movement components and respecting the unique role and mandate of each component. It is in the Movement's collective interest to be seen and perceived as "One Red Cross and Red Crescent Movement" with a shared value proposition in order to individually and collectively raise the most funds possible for the benefit of the people and communities it serves. Developing these principles also aims to demonstrate leadership, clarify how a system of Movement-wide resource mobilization could function in practice, and ensure that we focus on competing with others in the humanitarian and charity sector and not with each other.

Consequently, and as recommended by the Reference Group, the ICRC and International Federation have drafted overarching Movement-wide principles for resource mobilization to share with the Reference Group at its meeting in September. It has been recommended that

CD/15/6

over the course of 2016 and 2017 the development of Movement-wide resource-mobilization principles should be expanded into an inclusive process within the Movement.

The ways and means of strengthening Movement resource mobilization, in particular for major operations in humanitarian emergencies, were also considered in the SMCC process in the context of Workstream 4 discussions. Specific proposals, including “coordinated,” “delegated” and/or “joint” appeals, are being proposed that seek once again to leverage the diversity and complementary nature of the Movement components and their ability to work as one when needed.

Therefore, in follow-up to both the SMCC Workstream 4 discussions pertaining to resource mobilization and the Movement Branding Initiative, the development of Movement-wide principles for resource mobilization is being recommended.

4) Conclusion and recommendations (the way forward)

In conclusion, the Movement Branding Initiative has made significant progress on points of the 2013 Branding Resolution towards developing a better understanding of and response to the challenges posed by Red Cross and Red Crescent identities and brands at the local and international level. However, further progress is needed to continue enhancing the position, visibility and influence of the Movement and its components as the leading humanitarian network with global reach. The following are specific recommendations to be implemented over the next two years and beyond:

1. Further promote, disseminate and make use of the branding toolkit, specifically the guidance document on “The red cross and red crescent emblems and logos in communication, fundraising and marketing” to help manage the individual logos of Movement components in a coherent manner;
2. Provide additional tools for National Societies to strengthen their expertise and capacity in the area of brand management and fundraising, as appropriate;
3. Continue positioning the Movement as “one” in global crises and on issues of global concern, with or without the use of a Movement logo, in order to increase the Movement’s visibility and maximize funds raised in support of its humanitarian work and the people it serves;
4. Continue to build Movement components’ capacity and expertise in brand management;
5. Further develop a Movement identity and any subsequent guidance for Movement components.

If the Movement logo resolution is adopted, the logo would be used to represent the Movement’s collective brand and enhance the positioning and visibility of the Movement as a relevant, essential and unified humanitarian network that is present and active throughout the world. The Movement logo would also strengthen the ability of the Movement and its components to communicate, promote their work and raise funds domestically and internationally in support of the Movement’s humanitarian mission to alleviate human suffering, protect life and health, and uphold human dignity.

If the Movement logo is adopted, the following are specific actions that would take place over the next two years and beyond:

1. The ICRC and the International Federation, would:
 - ensure that States are properly informed on the adoption of the Movement logo;
 - support the establishment and operation of an Approval Committee and create all supporting documents and procedures for the use of the Movement logo;

CD/15/6

- make use of and promote the display of the Movement logo in accordance with the *Conditions and Rules*; and
 - lead a process to develop Movement principles for resource mobilization for adoption at the 2017 CoD.
2. National Societies would:
- make use of and promote the display of the Movement logo in accordance with the *Conditions and Rules*;
 - ensure a common understanding among relevant public authorities, civil society organizations and the general public of the legal protections due to the Movement logo and to be recognized and enforced at the national level; and
 - take part in the process of developing Movement principles for resource mobilization in the lead-up to the 2017 CoD.