Branding Implementation Plan

With reference to Section 320.3.2, Branding and Marking in USAID Direct Contracts, below is the required Branding Implementation Plan (BIP):

DAI Global, LLC understands that "branding" is a partnership between USAID and the contractor to set the highest standard for development assistance, and then publicizing those efforts in the most secure, constructive, and professional manner possible. FtF IAM's BIP is designed to highlight the Activity's achievements and communicate USAID's work to local partners, Ugandan citizens, the Ugandan and United States (U.S.) Governments, private sector stakeholders, and the American public. It conveys to each of these stakeholders why and how the United States Government (USG) is investing in developing the agricultural market system in Uganda. The BIP will build awareness around opportunities for Ugandan entities, especially in the private sector, to engage with USAID programs to become more competitive and inclusive.

DAI will use clear, consistent marking to ensure that all audiences understand that FtF IAM exists through the generosity of "the American people," or "From the American People," as marked below the USAID logo. It is DAI's policy to communicate to all programs and partners the letter and spirit of the guidelines. DAI will prepare policies and templates to brand FtF IAM activities, public communications, and commodities with the USAID standard graphic identity. The DAI home office team will assist FtF IAM personnel by reviewing and designing communications strategies for in-house documents, external reports, and program activities. The Activity team will promote awareness of USAID through activities, services, events, and products.

Activity Name. Feed the Future Uganda Inclusive Agricultural Markets Activity (FtF IAM).

In outreach materials, public events and documents, as well as in discussions with Government of Uganda and other counterparts, DAI will identify the Activity as the "Feed the Future Uganda Inclusive Agricultural Markets Activity." Only in internal documents, reports, and social media platforms requiring brevity will DAI identify the project as the "FtF IAM."

How the materials will be positioned. The purpose of this contract is to provide technical assistance for the development of the agricultural market system in Uganda to make it more competitive and inclusive of smallholder farmers, thereby making Uganda's economy more self-reliant. The project focuses on introducing innovations and changes in behavior to market actors by using a facilitative approach based on market systems development (MSD) principles. Its approach to facilitation relies on partnerships (documented in memorandums of understanding (MOUs) and deal notes), primarily with the private sector, that put players in the market in the front and center of implementation, which strengthens market linkages, reduces distortion, and ensures the sustainability of the changes FtF IAM and its partners implement together. FtF IAM will use exclusive branding and marking, and only the

USAID identity will be visible on materials produced for program purposes. Since English is the most understood language in Uganda, all branding and marking will be displayed in English. The FtF IAM Activity team will also remain in close contact with the USAID Uganda Development Outreach and Communications office (DOC) to ensure that the project incorporates any additional guidance regarding public communications.

Desired level of visibility. DAI will position FtF IAM as an innovative, high value USAID program under the Feed the Future initiative with substantial visibility throughout its activities on both the national and subnational levels; emphasizing the message that assistance is part of the Feed the Future initiative and "from the American people" through USAID.

Exceptions. In certain cases, FtF IAM may request an exception to the Activity's branding and marking plan, per ADS 320.3.2.1:

> "Prospective contractors and Apparently Successful Applicants may request exceptions in their submitted Marking Plans. Exceptions are programmatic in nature and reflect the categories of foreign assistance that USAID generally does not want marked. See 320.3.2.5 for exceptions to contract marking requirements and 320.3.3.2 and 2 CFR 700 for exceptions to assistance marking requirements."
>
> "The DO Team/RO, CO/AO, DOCs, Bureau/Office Communications Officer, and Senior Advisor for Brand Management (LPA) or designee may all participate in evaluating the BSs, Brand Implementation Plans, and Marking Plans submitted by offerors or applicants, as appropriate (see 320.3.2 for acquisition, 320.3.3 for assistance). Although the CO or AO determines whether to approve exceptions to marking requirements, he/she must base this determination on advice from any, or all, of the above, legal counsel, and Mission or even Bureau/Office senior management, if appropriate, depending on the particular circumstances at post or in the operating unit."

Having implemented several successful market systems development projects, DAI has learned that certain interventions aimed at strengthening sustainable commercial relationships require a different, lower-profile approach to branding. For example, market actors in Uganda's agricultural sector are already very familiar with traditional donor-funded programs and have come to expect certain incentives when engaging with such programs. For example, farmers in Uganda may be more likely to attend a USAID-branded agribusiness pitch for goods and/or services if they expect handouts of agricultural inputs or other incentives for attending. This expectation results in very high event participation rates that do not necessarily reflect a farmer's serious intent to learn or change their practices. Similarly, private sector investors may expect to benefit from linkages with market actors that are perceived as benefiting from donor subsidies. This dynamic undermines intended project objectives while distorting results. Therefore, DAI requests USAID concurrence to forego standard branding and marking requirements in those cases where it would cause a distortion in the market, signal a subsidy, and/or impair learning objectives. We believe in these instances, a low-profile branding and marking approach will empower FtF IAM's partners to take full ownership of the changes they are introducing into the market system with USG support. It will also permit FtF IAM to fulfill its mandate as a learning organization and a facilitator of sustainable change, without contributing to distortions in the system.

FtF IAM believes in the spirit of USAID's Branding and Marking policy and will regularly seek a high-level of USAID visibility. In cases where exceptions are called for, per ADS 320.3.2.5

(g), the Activity team will ensure the Contracting Officer's Representative (COR) is aware of any events using low-profile branding and provided with a justification for why the tactic was chosen.

Any others to be acknowledged. A host-country or ministry logo or other U.S. Government seal or logo may also be added, if applicable and approved by USAID. Program documents will not use the contractor's logo but will acknowledge that the document was prepared for USAID/Uganda by DAI.

BRANDING STRATEGY

With reference to Section 320.3.3, Branding and Marking in USAID Acquisition or Direct Contracts, below is the required Branding Strategy**:**

1) Positioning

Name of the Activity: Feed the Future Uganda Inclusive Agricultural Markets Activity (FtF IAM)

2) Program Communications and Publicity

Program communications will be tailored to the following target groups:

Primary Audience(s): The primary audience for all materials and documents produced under FtF IAM are project beneficiaries, Government of Uganda stakeholders, and the Ugandan public.

Secondary Audience(s): The secondary audience for all materials and documents produced under FtF IAM are U.S. Government stakeholders, other donors, and U.S. taxpayers.

Since USAID is the sole funder of the Activity, it will be branded as USAID's activity in all public communications: "USAID's Feed the Future Uganda Inclusive Agricultural Markets Activity is made possible by the support of the American people through the United States Agency for International Development (USAID)." All public communications should include the phrase "made possible by the support of the American people" to acknowledge USAID's contribution rather than the phrase "funded by."

In addition, the activity will promote the following main and secondary messages.

- The main message is: The Feed the Future Inclusive Agricultural Markets Activity aims to increase incomes and improve the livelihoods of households through agricultural-led inclusive economic growth.
- The secondary messages are: The Feed the Future Inclusive Agricultural Markets Activity will create efficiencies in cross-market functions that influence systemic changes in order to have a sustainable impact on the sector and the country, scale-up the market systems approach and focus investments on cross-market functions that enhance systemic changes, and align incentives and create opportunities for market actors to appropriately invest in the system.

If approved by the USAID Mission Director, this Activity will be announced to primary and secondary audiences through a launch event and press release. Press releases and other public communication products for release by the partner will be submitted to USAID for review and approval to ensure that they are consistent with USAID's outreach and communications policies. The Activity will conclude with a closeout event to celebrate relevant achievements. The timing and release of public information will be coordinated well in advance with the COR and Development Outreach and Communications Officer (DOCO).

3) Press and Promotional Activities: USAID is mandated to mark its foreign assistance with the USAID identity (logo) and tagline, "From the American People". Therefore, in all USAID-funded and related activities, the Activity will consistently undertake the following steps to highlight USAID's collaboration and support:

A. TEXTUALLY: DAI will include references to USAID support in all printed outreach and communications materials including but not limited to reports, press releases, website content, invitations, publications, fact sheets, presentations, and promotional materials relating to the Activity.

B. VERBALLY: DAI will ensure that USAID is publicly credited in all verbal outreach and communications activities including but not limited to speeches, press conferences, media interviews, presentations, training workshops, videos, radio, films, public service announcements, and community meetings when referencing the Activity.

C. VISUALLY: USAID's identity will be prominently displayed on all outreach and communications materials including but not limited to reports, press releases, website content, invitations, publications, fact sheets, presentations, videos, films, public service announcements, banners, and other promotional materials. Other logos, including a separate activity-specific logo, will not be used.

D. IN MEDIA: The USAID COR and DOCO will be notified of each public event or workshop at least four weeks in advance. With the prior approval of the COR and DOCO, host country and international press will be engaged at all possible opportunities. USAID will be acknowledged at all media events and in reporting on the Activity. Media coverage of the work may include but is not limited to local radio, local TV, international TV, video, film, webcasts, and print (magazines, newspapers, etc.). The contractor will consult with the DOCO as to whether the contractor should grant interviews.

E. IN STORIES and PHOTOS: The Activity will prepare at least four success stories per USAID fiscal year using a USAID-approved story format (i.e.FrontLines, Transforming Lives, etc.). High-quality, captioned digital photos will be provided for each success story and event. Noteworthy or especially interesting stories and photos will be sent to the COR and DOCO punctually. Event photos, as feasible, will be sent on the same day as events.

F. IN SOCIAL MEDIA: The Embassy's social media channels should be used as secondary promotional means for the Activity. The contractor should provide at least one Facebook updates per event or milestone. These will include text and high quality, captioned digital photos.

The contractor will submit all outreach and communication materials prepared with USAID funding to the COR for preproduction review and approval for branding and content before costs are incurred. All costs associated with branding and marking are included in the award budget.

As part of the annual work plan process, the activity will include a communications section in the work plan indicating key milestones, events, communications tools, and approaches. This will include a communications calendar that will state the proposed timing for main events. The contractor will endeavor to give at least a four-week advance notice of all major public events and inform the COR and DOC team accordingly.

4) Communication Tools

The communication tools outlined in Table 1 will be used to publicize FtF IAM. All tools and/or platforms will be branded and marked in accordance with this BIP and Marking Plan (MP) and in accordance with the USAID Graphic Standards Manual, including verbally during interviews and with the media. All project materials will follow the USAID Graphic Standards Manual for using USAID's typefaces and colors. The USAID logo will be used on program materials to acknowledge the U.S. Government's support and funding according to sections 2.10 and 2.8 of the USAID Graphic Standards Manual and Agency Policy ADS 320, section 320.3.2.

Table 1. Communication Tools

Tool	Description/Use
Program flyers, success stories, professional photography, beneficiary testimonials, and brochures.	These cost-effective communication materials will meet specific program objectives. They will be translated into local languages as needed.
Webcasts, e-invitations, blast emails, and other social media activities	As appropriate and possible, the internet and social media, as approved by the COR, will be used for communication. This will include an online program containing progress and impact reports, technical documents, and other program-related information in addition to email, e-invitations, videos, and webcasts.
Public service announcements (PSAs) and videos	PSAs and other videos can be used to publicize program activities to local partners and host-country citizens. The number and type of these activities will be determined as the project plans are defined. The USAID Uganda DOC will be contacted through the COR at the beginning of the production process. These may include impact reports, success stories, technical documents, and other program-related information. In addition, the following categories may be reached by the activity: Authorities and public officials at national, regional, and local levels; municipal and regional government associations; civil society organizations; communities; key social leaders and experts at national and local levels; and the public in general, through the use of public and/or private sector media.
Radio	We will consider incorporating radio messaging into behavior change communication campaigns. Local radio stations are popular media outlets and are accessible by our target audience.
Event	**Description/Use**
Press releases	These will include announcements of key program activities and success stories, including office opening and start-up (with activity overview), deals brokered, activity impact, and results. Radio may be the most efficient medium to reach the primary audiences even with PSAs.
Media interviews, press conferences, and site visits	As appropriate, local media will be invited to cover significant events, VIP visits, or success stories.
Program events	Specific events will be used to publicize the activity.

All public communications will be coordinated with the COR and DOCO.

As part of FtF IAM's communications tools, the following key milestones or opportunities are anticipated to generate awareness that FTF IAM is "from the American people." These may be linked to specific points in time, such as at the beginning or end of the activity, or as an opportunity to showcase publications or other materials, research findings, or program success:

- Launching the activity.
- Announcing research findings.

- Publishing reports or studies.
- Spotlighting trends.
- Highlighting success stories.
- Featuring beneficiaries as spokespeople.
- Showcasing before-and-after photographs.
- Securing endorsements from ministries or local organizations.
- Promoting final or interim reports.
- Communicating activity impact/overall results.

5) Acknowledgements

Acknowledging USAID: The following acknowledgment will be included on external and internal FtF IAM publications, such as quarterly reports, as appropriate:

"This document was produced for review by the United States Agency for International Development. It was prepared by DAI for the Feed the Future Uganda Inclusive Agricultural Markets Activity, Contract Number 7261719C00007."

Acknowledging Host-Country Governments: All USAID Feed the Future Uganda Inclusive Agricultural Markets Activity (FtF IAM) materials will follow USAID branding guidelines. If during the course of this program other major sponsors become involved, the Activity will advise the COR of their involvement and request permission to include them as necessary.

Acknowledging Other Host-Country Partners: Co-branding will occur when these organizations have contributed funds to the Activity. Co-branding with in-country partners may also be desirable when trying to promote local ownership and capacity building. However, when products are fully funded by USAID, Contracting Officer (CO) approval is required for any exceptions to exclusive branding requirements.

Activities under FtF IAM partnership instruments may also be excepted from standard branding and marking requirements (see "Exceptions" above) in order to reduce market distortion, promote learning, and ensure partner ownership and activity sustainability.

Co-Branding with Other International Organizations: In such cases, the guidelines for co-branding will be followed assuming the funding contributed is more than a token amount. Other program partners may be mentioned in written documents that are related directly to them, for example, "Feed the Future and USAID, in cooperation with [XX] Ministry, have performed the following tasks."

Exceptions and Prohibitions: Exceptions to the BIP and MP will be made when FtF IAM is involved in highly sensitive issues, pursuant to ADS Section 320.3.2.5. However, when products are fully funded by USAID, CO approval is required for any exceptions.

Marking Plan

USAID Feed the Future Uganda Inclusive Agricultural Markets Activity (FtF IAM)

With reference to ADS 320.2.3, below is the required Marking Plan (MP) for USAID Feed the Future Uganda Inclusive Agricultural Markets Activity (FtF IAM). The MP notes when and where branding will be done. This includes external public communications, studies, reports, informative and promotional product workshops, conferences, fairs, media-related activities, commodities, infrastructure programs, program materials, and deliverables. DAI will follow USAID's policy that programs, activities, public communications, and commodities implemented or delivered by contractors, subcontractors, and grantees exclusively funded by USAID are to be marked exclusively with the USAID identity.

Per ADS 320.3.2.4(g):

> "Grants under contracts, when authorized in accordance with ADS 302, must be branded and marked like grants, and the policy directives and required procedures for branding and marking of assistance awards in section 320.3.3, and 2 CFR 700, apply. The contractor is responsible for including branding and marking requirements for these grants in its BIP and MP, as part of its overall responsibility for managing grants under its contract."

Table 2 below outlines the types of materials that will be produced under this Activity. Any materials that are not anticipated below, but are produced under the initiative, will also be subject to similar branding guidelines and COR approval, as appropriate. Materials produced in connection with partnership activities may be excepted from these branding guidelines, as noted above. Please note that, in accordance with ADS 320, administrative materials (e.g., business cards, fax covers, internal memos, tax forms, customs forms, etc.) and advertisements will not include the USAID logo in any form, in order to avoid the appearance that USAID is being represented during administrative activities undertaken by the contractor. The goal is to mark the Activity, not the implementing partner. Thus, letterhead, name tags, business cards, office space, equipment and supplies, job advertisements are not subject to branding and marking. However, if DAI "mixes" use of this equipment to perform administrative functions and actual assistance delivery, then it will be marked in the same manner as if it were being used solely for assistance delivery.

Physical structures and equipment and materials used for actual assistance delivery will be visible as funded by USAID when possible. For anything that is marked with USAID branding, a draft or prototype will be cleared by the Mission Development Outreach and Communications Officer before it is finalized.

All activities will include the USAID logos. Every deliverable that is marked with the USAID identity will follow design guidance for color, type, and layout in the USAID Graphic Standards Manual and Partner Co-Branding Guide or such supplemental guidance as may be provided by USAID.

Every contract deliverable that is marked with the USAID identity for FtF IAM will follow design guidance for color, type, and layout in the USAID Graphic Standards Manuals and Partner Co-Branding Guide or such supplemental guidance as may be provided by USAID. The USAID logo will be used for programmatic correspondence.

Disclaimer: All studies, reports, publications, websites, and all informational and promotional products not authored, reviewed, or edited by USAID will contain a provision substantially as follows:

"This [study/report/audio/visual/other information/media product] is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents of this [specify] are the responsibility of (Partner) and do not necessarily reflect the views of USAID or the United States Government."

Specific guidance on marking requirements will be obtained prior to procurement of commodities to be shipped, and as early as possible.

Table 2: Marking Plan

Category	Type of Marking
Administrative	
Stationery products (administrative business)	USAID standard graphic identity will not be used. Pertains to letterhead, envelopes, and mailing labels.
Stationery products (program related), office signs	USAID standard graphic identity will be used. Pertains to letters that accompany program materials.
Business cards	Project business cards will include the name of the project, but the USAID standard graphic identities will not be used on business cards in accordance with the USAID Graphics Standards Manual (page 44, Section 3.7 Administrative Materials) and ADS Chapter 320 (Section 320.3.1.6 Business Cards). Business cards will include the line "A USAID/Uganda Activity" to acknowledge USAID funding.
Program deliverables	Follow *USAID Graphic Standards Manual* guidelines for full branding.
Program office equipment	If the FTF IAM equipment has "mixed use" in that it is used to perform administrative functions and actual assistance delivery, then it will be marked in the same manner as if it were being used solely for assistance delivery.
Technical	
Technical reports and studies, briefing papers, memoranda, and policy recommendations	The USAID identity will be printed on the cover of documents; design follows *USAID Graphic Standards Manual* guidelines for full branding unless co-branding is acceptable, or an exemption is granted for no branding.
Government policies, strategies, plans, and guidelines (regional, national, and subnational levels) or other materials positioned as being from the host-country government	The USAID identity will be printed on the cover of documents; design follows *USAID Graphic Standards Manual* guidelines for full branding unless co-branding is acceptable, or an exemption is granted for no branding.
Organizations' policies, strategies, plans, and guidelines or other materials positioned as being from the host-country partner	The USAID identity will be printed on the cover of documents; design follows *USAID Graphic Standards Manual* guidelines for full branding unless co-branding is acceptable, or an exemption is granted for no branding.
Training materials and manuals, CD-ROMs, PowerPoint presentations, DVDs, TV PSAs, mass distribution mail sent for program purposes (such as invitations to training events of other widely attended program-related gatherings)	The USAID identity will be printed on the cover of documents, CD label, splash screen/menu, title breaker slides, and packaging; design will follow *USAID Graphic Standards Manual* guidelines for full branding unless co-branding is acceptable, or an exemption is granted for no branding.
Conference posters and presentations, videos, program materials, technical web portal	The USAID identity will be printed on the posters or presentations, video labels, cover of documents, homepage and subpages; design will follow *USAID Graphic Standards Manual* guidelines for full branding unless co-branding is acceptable, or an exemption is granted for no branding.
Radio PSAs	Will include an audio tag, such as, "made possible by USAID: From the American people."
Promotional	
Event signs, banners, and exhibition booth materials and program promotional materials (e.g., success stories, beneficiary announcement of research, testimonials, findings, or program results)	The USAID identity will be printed on the materials; design will follow guidelines for full branding unless co-branding is acceptable, or an exemption is granted for no branding.

Category	Type of Marking
Materials for policy launch and site visits, commodities	The USAID identity will be printed on the materials; design will follow guidelines for full branding unless co-branding is acceptable, or an exemption is granted for no branding. With regard to site visits, USAID will conduct site visits to comply with oversight obligations. USAID will use these site visits to inform officials and the public of the benefits of this USAID-funded project and to assess performance with respect to the contract requirements. At site visits, USAID will be appropriately acknowledged in remarks and presentations.
Program and Activity Sites	
Office signs	The USAID standard graphic identity will be used to mark offices. The contractor will follow U.S. Embassy/Uganda signage templates. Contractors must state when signage will be up and when it will be removed.
Visible infrastructure programs (roads, bridges, buildings, etc.)	The USAID standard graphic identity will be used to mark visible infrastructure programs (roads, bridges, buildings, etc.). The contractor will follow U.S. Embassy/Uganda signage templates. Contractors must state when signage will be up and when it will be removed.
Temporary signs	The USAID standard graphic identity will be used to mark temporary signs. The contractor will follow U.S. Embassy/Uganda signage templates. Contractors must state when signage will be up and when it will be removed.
Permanent plaques	USAID standard graphic identity will be used to mark permanent plaques.
Commodities	
Commodities	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.
Events	
Training courses	The USAID identity will be prominently displayed.
Conferences	The USAID identity will be prominently displayed.
Seminars	The USAID identity will be prominently displayed.
Briefings	The USAID identity will be prominently displayed.
Exhibitions	The USAID identity will be prominently displayed.
Fairs	The USAID identity will be prominently displayed.
Workshops	The USAID identity will be prominently displayed.
Press conferences	The USAID identity will be prominently displayed.
Invitations, press releases, media materials, and presentations and handouts associated with events	The USAID identity will be prominently displayed.
Public Communications that are Print Products	
Publications, reports, research results, studies, and evaluations	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.
Brochures, leaflets, and informational and promotional materials	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.
Folders	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.
Success stories	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.
Posters	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.
Banners and signs	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.

Category	Type of Marking
Prints PSAs, newspaper supplements and other paid placements such as advertorials	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.
Advertisements about program events/ activities	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.
Training manuals, workbooks, and guides	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.
Press releases, factsheets, media advisories	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding. Contractors will use the U.S. Embassy/Uganda template for press releases.
Letterhead used for program-related purposes (for example, invitations to events, not for contractor administration)	The USAID identity will be printed on the cover of documents; design follows guidelines for full branding unless co-branding is acceptable, or an exemption is provided for no branding.