

Rural Feeder Roads Improvement Program (RFRIP)

Contract (A&E IQC) No. EDH-I-00-08-00026-00

Task Order No: AID-696-TO-11-00001

Branding and Marking Plan



Submitted to



USAID | **RWANDA**
FROM THE AMERICAN PEOPLE

October 20, 2011

Submitted by

PARSONS

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DISCLAIMER

The opinions and contents of this report are the sole responsibility of the authors and do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Branding and Marking Plan (BMP)

TEAM PARSONS is pleased to present this Branding and Marking Plan (BMP) to support the implementation of the Rwanda Rural Feeder Roads Improvement Program (RFRIP), RFTOP No. AID-623-EA-11-008. It contains our Branding Strategy, Branding Implementation Plan (BIP) and is accompanied by our proposed Marking Plan (MP) for materials produced under the program throughout its duration, and in some cases beyond. Together, these documents meet the requirements set out in Section L of the RFTOP instructions, and meet the requirements and spirit of the ADS 320 regulations, as intended.

Our Team is comprised of the following members for this specific RFTOP and subsequent Task Order, under the direction of PARSONS Corporation as the Prime Contractor under the AE Global IQC, Contract Number EDH-I-00-08-00026-00:

- ▶ Sheladia Associates: Engineering Consultancy Firm
- ▶ International Resources Group (IRG): Environmental, Gender, Institutional Consultancy Firm
- ▶ CARANA Corporation: Economic Growth, Agriculture and Trade Consultancy Firm
- ▶ IFDC: Agriculture Institutional Consultancy Firm
- ▶ Sogis: Rwandan Engineering and Construction Firm
- ▶ CCC: Rwandan Engineering and Construction Firm
- ▶ GE&SS: Rwandan Engineering and Construction Firm

Branding Strategy for RFRIP

With reference to Section 320.3.2.1 of ADS 320, below is the required Branding Strategy for the implementation of RFRIP, specifically tailored to meet and exceed USAID requirements, and designed in support of this specific RFTOP No. AID-623-EA-11-008. This strategy is an important foundation for the work that will follow under this contract, and may also be modified to include, incorporate, and support other related programs branding and marking policies, practices and requirements to better align all related health programs being offered by the USAID/Rwanda Mission, and in support to the USAID Africa Bureau.

1.0 Program Name

The program is entitled “Rwanda Rural Feeder Roads Improvement Program,” by abbreviation: “RFRIP.” For purposes of this project, the shortened version of the name will be clearly stated as “The Rwanda Rural Feeder Roads Improvement Program (RFRIP).” Upon selection and award, TEAM PARSONS under the guidance of the mission COTR and CO, may wish to create a working name that is meaningful, recognizable, and acts as a “banner cry” for the important mission that it represents. At such time, the COP under strict direction of COTR and CO will revise this Branding Strategy, BIP and MP to reflect any name changes that will be subsequently implemented.

2.0 How the Materials Will Be Positioned

The Rwanda Rural Feeder Roads Improvement Program (RFRIP) will use full branding and the USAID tagline “From the American People” on materials and communications, which may be translated into local languages as appropriate. Co-branding and no branding will only be considered on a case-by-case basis as considered appropriate by the Contracting Officer’s Technical Representative (COTR/Rwanda) and Contracting Officer (CO).

When presenting any material, branding of the USAID marking will be made with full size and prominence to that of stakeholders, collaborators, and all other partners. Use of the standard USAID graphic and accompanying text will be required, unless otherwise directed by the COTR.

3.0 Desired Level of Visibility

Under USAID’s leadership and guidance, TEAM PARSONS will implement an active branding strategy to raise awareness of the capacity building efforts that will be carried out in parallel to the program engineering and construction activities. Marketing of the RFRIP will be sewn through the performance of on-the-job training, workshops, and throughout community outreach programs related to the planning, designing and implementation of community infrastructure. Both men and women are the targeted audiences, and under a highly publicized banner, USAID and this project team and other collaborating programs, will seek to actively engage communities not only to impart information, but perhaps, even more importantly, seek important information from the communities

about needs, perspective, priorities, and ownership/governance capacity. Marketing of the RFIP program will also be performed at a national level, as TEAM PARSONS works closely with Rwanda's ministries.

▶ Additionally, the RFRIP branding and marking plan will also act to support other USAID programs and look for leveraging and synergy in messaging in the most prominent catchment areas.



4.0 Any Other Organizations to Be Acknowledged

Rwanda Transport Development Agency (RTDA) is principally responsible for the rural roads and is the single point of contact of Government of Rwanda (GOR) for RFRIP related Parsons' interaction with the GOR. Therefore, Parsons will ensure that any and all collaborative efforts at multiple levels, including the Ministries of Agriculture and Animal Resources (MINAGRI), Local Government (MINALOC), Trade and Industry (MINICOM), Finance and Economic Planning (MINECOFIN), and Infrastructure (MINIFRA) and other organizations are channeled through RTDA. Public and other widely disbursed project documents will **not** use the contractor's logo. There are no controls on the contractor's release or use of data that the contractor, or any subcontractor, produces in performing the contract. The IQC contract for this Task Order states that copyrights and rights to data shall be in accordance with the clause of the IQC Contract, entitled, "Rights in Data – General" (FAR 52.227-14, Alternates III and IV).

Branding Implementation Plan

With reference to the Section 320.3.2.2 of ADS 320, below is the required Branding Implementation Plan (BIP).

With this submission, all partner firms of the PARSON RFRIP Team hereby confirm that all communication products, reports, submissions, official communiqués and public service announcement (PSAs), in addition to communication prepared for the purposes of outreach, and training, and all educational materials will be in accordance with this plan, and supplemented in the Marking Plan (MP) which follows. Any inclusion or deviation from this plan will be pre-approved, in writing, through the TEAM PARSONS Chief of Party, under direction and with expressed consent from the COTR and CO.

1.0 How to Incorporate the Message

TEAM PARSONS understands that the Rwanda Rural Feeder Roads Improvement Program represents an excellent opportunity to showcase USAID successes and lessons learned. As a general practice, The Rural Feeder Roads Improvement Program will use full branding and the USAID tagline "From the American People" on materials and communications. Co-branding and no branding will only be considered on a case-by-case basis as considered appropriate by the Contracting Officer's Technical Representative (COTR) and Contracting Officer (CO), and Chief of Party (COP).

2.0 How to Publicize the Program

This section discusses how to publicize the program and also includes a description of the communications tools to be used.

2.1 Audiences

Subject to approval by USAID, The Rwanda Rural Feeder Roads Improvement Program has a large and important target audience with whom it will promote and publicize USAID sponsorship of this program, and its related parts. For RFRIP, the **Main Beneficiaries** of the program are the Rwandan people whose livelihoods and employment opportunities are being adversely affected by the failing infrastructure of rural feeder roads. These failing rural feeder roads are the single largest constraint to farming market access, reasonable transportation costs, and competitiveness in domestic and regional trade. Completing the tasks outlined in the RFTOP will benefit the Rwandan people foremost by ultimately raising their quality of living and well-being. However, the paragraphs below identify more specifically the primary and secondary audiences for this program. With this ranking, materials and communication products will be specifically produced and targeted for consumption and acceptance of those targets.

2.1.1 Primary audience: In addition to the first and foremost project recipient – the Rwandan People – the extended primary audience for all materials and documents produced under this task order are Government of Rwanda including ministries and district leadership; the Rwandans living in the communities and catchment areas where USAID's Rural Feeder Roads Improvement Program will support the reconstruction of rural feeder roads; USAID officials; industry leaders; other officials; and leaders.

2.1.2 Secondary audience: *The secondary audience for materials and documents produced by The Rwanda Rural Feeder Roads Improvement Program are other engineering/construction and community programs within Rwanda and the region; other donors to seek leverage and potential sharing of data, lessons learned, and program objectives and methodologies, and finally, USAID Africa Bureau and Washington for support and understanding of the program needs, barriers and/or opportunities for remarkable, and replicable program impact(s).*

2.1.3 Primary Messages/ Messaging: The primary message is that the assistance comes “from the American People,” which is already contained in the USAID identity. The secondary message is that by improving the quality of rural feeder roads and stimulating economic growth due to making traveling between communities and districts easier and safer, the Rwanda Rural Feeder Roads Improvement Program will make a material contribution to the economic prosperity and well being of Rwandan citizens. In addition, all of the trainers will be trained to include in each presentation or training session a statement at the beginning of their meeting or training session that the technical assistance that they provide and the other program services are made possible as a result of “the assistance from the American people.”

2.1.4 Visibility: The Rwanda Rural Feeder Roads Improvement Program should have a high level of visibility. Therefore, full branding will be used for most program products, publications, and events produced by TEAM PARSONS and the selected local construction firms. Additionally, roads that are being constructed and/or rehabilitated will prominently have signage in English and Kinyarwanda languages advising that funding has been provided by USAID. Co-branding, subject to COTR approval, will be used when a product, publication, or event is positioned by the project and a partner, and the CTO agrees the other organization has contributed funding and/or that there is a compelling rationale to co-brand. After engaging in close cooperation with each district in a facilitated exercise to identify priority road segments for rehabilitation and/or construction, Parsons team will prepare technical designs that will be sufficient to incorporate locally available materials and construction practices to the maximum extent possible, and shall be sufficient for fixed price bidding. The USAID logo, as needed, will be distinctly included on the coversheet of the contract conditions and practically on all sheets of the drawings. Parsons team shall work closely with each district government to support their efforts in procurement of local construction and supervision services, and strengthen existing district government procurement system with an aim of achieving the best value for the investment. Parsons team will develop a construction guidance and supervision program that includes periodic monitoring of construction progress in the field and review of on-site supervision by the local consultants to measure the financial and physical progress, and to ensure that the work is performed to comply with the contract specifications and design. All documents generated in this regard will bear the USAID logo and the name of the program.

2.2 Messages

In all materials and events, the project will be branded as from USAID and as prepared by The Rwanda Rural Feeder Roads Improvement Program. As such, all materials will acknowledge that they were produced with support “From the American People.” In cases where a local language predominates above English, the appropriate translation into the local language will be used in branding the program, with appropriate prior approvals.

Additional ideas to increase awareness that the American people support this program are: all of the trainers will be trained to include in each presentation or training session a statement at the beginning of their meeting or training session that the technical assistance that they provide and the other program services are made possible as a result of “the assistance from the American people.” The Rwanda Engineering Services Program will follow specific procedures for including the Branding Implementation Plan requirements as stated in the mandatory internal reference Branding and Marking in USAID Direct Contracting in the Automated Directives System, Chapter 320.

3.0 Tools

Communication tools may include, but not be limited to, the following during the implementation of the RFRIP (see table below). Such tools are for the expressed purpose of communicating the successes and commitment of USAID from the American People to the Rwandans under ESSP. The tools shall convey success stories, educational materials, training materials, upcoming events, information dissemination about past meetings, events, updates, and program direction, changes, and additions.

4.0 Key Milestones and Opportunities

Key milestones that generate awareness that Rwanda Rural Feeder Roads Improvement Program is from the American people may be linked to specific points in time – such as the beginning or end of the project – or to an opportunity to showcase publications or other materials, or program success. Public awareness and publicizing activities will be carried out in a timely fashion and in consultation with USAID.

Key milestones include, but are not limited to: launching the program, publishing reports or studies, opening new or renovated facilities, spotlighting trends, highlighting success stories, showcasing before-and-after photographs, holding training and outreach events, and communicating program impact or overall results.

5.0 Acknowledgements

5.1 Acknowledging USAID and the USAID Architectural and Engineering (A&E IQC) Funding Mechanism

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

“This document was produced for review by the District (name of the district) and the United States Agency for International Development. It was prepared by TEAM PARSONS for the USAID Rural Feeder Roads Improvement Program (RFRIP) task order number “TBD” under the USAID Architectural and Engineering Contract (A&E IQC).”

USAID shall be prominently acknowledged in all publications, videos, or other information/media products funded or partially funded through this award, and the product shall state that the views expressed by the author(s) do not necessarily reflect those of USAID. Acknowledgments will identify USAID/Rwanda as the project sponsor. For publications, video or other released project materials, to the extent possible and appropriate, the following will be substantially included:

“This [publication, video or other information/media product] was made possible through support provided by USAID, under the terms of Contract Award No. -----. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.”

5.2 Acknowledging Host-Country Governments

All Rwanda Rural Feeder Roads Improvement Program documents will follow USAID Branding Guidelines. If during the course of this program other major sponsors are involved, we will advise the COTR for this Task Order at USAID/Rwanda of their involvement and request permission to include them as necessary.

5.3 Acknowledging Other Host-Country Partners

Co-branding with civil society groups 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, CO approval is required for any exceptions to full branding requirements.

Types of Tools Utilized for Communication
Press releases
Press conferences
Media interviews
Site visits
Workshops & Scoping sessions
Success stories & Lessons Learned
Beneficiary testimonials
Professional photography & Art (per USAID guidelines)
Public Service Announcements (PSAs)
Videos
Webcasts, e-invitations, blast e-mails, or other internet activities

5.4 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.

5.4.1 Possible Exceptions

Parsons understands that exceptions may come up during the course of project implementation (as outlined in ADS 320.3.2.5). The Chief of Party is responsible for notifying USAID if/when exceptions are necessary and will follow the guidance of USAID in all such cases.

The Rwanda Rural Feeder Roads Improvement Program will follow specific procedures for including the Branding Implementation Plan requirements as stated in the mandatory internal reference Branding and Marking in USAID Direct Contracting in the Automated Directives System, Chapter 320. Parsons does not request any exceptions or waivers to USAID Marking and Branding requirements at this time.

Marking Plan (MP)

With reference to Section 320.3.2.3 of ADS 320, below is the required Marking Plan:

1.0 Commodities and Equipment

All project equipment procured for office use will be clearly marked with the USAID identity, including computers and other non-expendable property.

2.0 Public Communications: Print and Media

TEAM PARSONS takes seriously all Public Communication protocols, per the specification of the BMP under ADS 320. All public communications from the Rwanda Rural Feeder Roads Improvement Program will prominently display the USAID identity. Wherever appropriate, all public communications will also incorporate the message, "This assistance is from the American People."

All reports, studies, publications and informational products will contain the following provision:

"This [study/report/website] is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this [study/report/website] are the sole responsibility of Parsons and do not necessarily reflect the views of USAID or the United States Government."

Every contract deliverable that is marked with the USAID identity will follow design guidance for color, type, and layout in the Graphic Standards Manual as related to equipment, reports, studies, events and public communication (including printed products, audio, visual, and electronic materials). The USAID logo will be used for programmatic correspondence. Project letterhead will be used for administrative matters and will **not** have the USAID logo. Project Team Business cards will **not** show the USAID logo.

The following table outlines the types of materials that may be produced under the Rwanda Rural Feeder Roads Improvement Program. Any materials that are not anticipated below, but are produced under the initiative, will also be subject to branding guidelines and CO approval, as appropriate.

Illustrative Marking Plan for Project Outputs

Category	Type of Marking	Remarks
Administrative		
Stationery products (administrative)	USAID standard graphic identity will not be used	Pertains to letterhead, envelopes, and mailing labels
Administrative (program-related)	USAID standard graphic identity will be used	Pertains to letters that accompany program materials
Business cards	USAID standard graphic identity will not be used	Will not show USAID logo.
Project deliverables	Follows USAID branding guidelines	Except for the manufacturer's trademark on a commercial item, the corporate identities or logos of contractors or subcontractors are not permitted. Exceptions may be

Category	Type of Marking	Remarks
		requested on a case-by-case basis.
Website	Follows USAID branding guidelines	
Program and Technical Materials		
Technical reports and studies	Follows USAID branding guidelines unless co-branded or exempt	
Training materials and manuals	The USAID identity will be printed on or inside the front or back cover of documents; design follows branding guidelines (unless co-branded or exemption for no branding)	
CD-ROMs, DVDs	The USAID identity will be printed on the CD label, splash screen/menu, and packaging; design follows branding guidelines (unless co-branded or exemption for no branding)	
PowerPoint presentations	The USAID identity is required on title breaker slides, design follows branding guidelines (unless co-branded or exemption for no branding)	
Conference posters and presentations	The USAID identity will be printed on poster or presentation; design follows branding guidelines (unless co-branded or exemption for no branding)	
Infrastructure constructed or renovated		
Warehouses constructed by project	The USAID identity will be used. Follows USAID branding guidelines	
Promotional		
Project promotional materials	USAID logo must be used. Follows USAID branding guidelines	Exceptions may be requested on a case-by-case basis.
Event signs, banners, and exhibition booth materials	USAID logo must be used. Follows USAID branding guidelines	Exceptions may be requested on a case-by-case basis.
Brochures, posters, other	USAID logo must be used. Follows USAID branding guidelines	Exceptions may be requested on a case-by-case basis.