



USAID | **AFGHANISTAN**
FROM THE AMERICAN PEOPLE

MARKING PLAN

January 11, 2011

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MARKING PLAN

USAID AFGHANISTAN CIVIL SERVICE SUPPORT
CONTRACT NUMBER: 306-C-00-07-00508-00
DELOITTE CONSULTING, LLP
USAID/AFGHANISTAN

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I. INTRODUCTION

In compliance with United States Agency for International Development (USAID) requirements, the Afghanistan Civil Service Support (ACSS) project has developed this Marking Plan in order to propose methodologies for meeting USAID marking regulations and to detail the activities, public communications, commodities, program materials and other items that will be marked with the USAID Identity. Marking can be defined as the way in which graphic identities and/or logos are applied to project materials or signage to visibly acknowledge contributors and identify organizations supporting work being implemented.

Via a policy of Exclusive Marking – i.e. of positioning the ACSS project by stamping its communications with the USAID Identity (Figure 1 below) – ACSS will raise the visibility of U.S. foreign assistance and demonstrate that it is funded by the American people. Where appropriate, USAID ACSS's programmatic deliverables will carry that message in order to promote and help maximize the exposure of USAID.

Upon USAID approval, these guidelines as well as marking and branding-compliant programmatic templates will be made available to all USAID ACSS contractors and subcontractors to ensure compliance with USAID requirements. Training on their use will also be provided. Selected samples of such templates are included in the Appendices section of this Marking Plan.

This document should be read in conjunction with the accompanying USAID ACSS Branding Implementation Plan.

II. MARKING REQUIREMENTS

USAID ACSS will adhere to the USAID policy requiring that programs, projects, activities, public communications, and commodities implemented or delivered under contracts and subcontracts funded by USAID be marked with one of the Identities below.

In this respect, and based on the current *USAID Graphic Standards Manual* (<http://www.usaid.gov/branding/gsm.html>) as well as *Automated Directive Systems (ADS) Chapter 320: Branding and Marketing* (<http://www.usaid.gov/branding/>), many USAID ACSS projects, activities, public communications, or commodities will be marked using the following USAID Identity (Figure 1) with the tagline in English, Dari, or Pashto as appropriate.



Figure 1 - USAID Identity

As stipulated in ADS 320, contractor Marking Plans must address a number of specific contract deliverables and performance requirements. As such, the following subsections are delineated according to the sequence found in ADS 320.3.2.4.

A. COMMODITIES OR EQUIPMENT

Commodities or equipment funded by USAID and provided under ACSS will prominently display the USAID Identity, as illustrated above in Figure 1.

B. PROGRAM, PROJECT OR ACTIVITY SITES

Program, project, or activity sites financed by USAID contracts and provided under USAID ACSS, including visible infrastructure projects or others that are physical in nature, will prominently display the USAID Identity, as illustrated in Figure 1. During construction or implementation stages, temporary signs will be erected. Upon completion of construction or implementation, USAID ACSS will install a permanent (minimum of ten-year lifespan), durable and visible sign, plaque or other marking (unless otherwise directed by USAID).

Due to the security situation in Afghanistan, discretion will be used on what is prominently displayed on site exteriors and where necessary, appropriate waivers will be solicited. Within secure areas, the USAID Identity will be displayed. As they are administrative in nature,

USAID ACSS's offices will not have USAID Identity-marked signs on the exterior, although they may have them on the interior. It is understood that as per ADS 320.3.1.5, no waiver is required for this.

For sites developed as part of USAID ACSS, USAID Identity-marked signs on the interior and exterior will be considered on a case-by-case basis due to the security situation. Necessary waivers will be requested in instances where it is determined that displaying the USAID Identity would compromise security.

C. PUBLIC COMMUNICATIONS

Public communications financed by USAID and produced by USAID ACSS will prominently display the USAID Identity, as illustrated in Figure 1. Public communications, which serve as a communication tool between USAID ACSS and the public, may consist of print products as well as audio, visual, or electronic communications. For those communications between USAID ACSS and USAID where the audience is strictly USAID, the USAID Identity, as illustrated in Figure 1, will be displayed.

Below is a breakdown, as stipulated in ADS 320.3.2.4-c, of the possible printed public communications categories or products where the USAID Identity will be displayed:

- Publications
- Reports
- Research results, studies, and evaluations
- Brochures, leaflets, informational, and promotional materials
- Folders
- Success stories
- Posters
- Banners and Signs
- Print Public Service Announcements (PSAs), newspaper supplements, and other paid placements (such as advertorials)
- 'Non-administrative' advertisements about program events or activities
- Training manuals, workbooks, and guides
- Press releases, fact sheets, and media advisories
- Letterhead used for program-related purposes (such as invitations to events, etc.), as opposed to contractor administrative purposes.

Below is a breakdown, as stipulated in ADS 320.3.2.4-d, of the possible audio, visual and electronic public communications categories or products where the USAID Identity will be displayed:

- Websites
- Videos
- CDs and DVDs
- TV and radio PSAs

- PowerPoint and other program-related presentations
- Mass distribution electronic mail sent for program purposes (such as invitations to training events or other widely attended program-related gatherings).

USAID ACSS will employ the USAID Identity where permissible whenever possible in its programmatic communications throughout the life of the project.

D. USAID PROVISION

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

This study / report / website [specify] 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 [specify] are the sole responsibility of Deloitte Consulting, LLP, and its implementing partners and do not necessarily reflect the views of USAID or the United States Government.

This provision will be included on the Title Page of any programmatic documents, websites, or other informational products, thereby serving to reiterate the USAID Identity message already discussed. As stated in the *USAID Graphic Standards Manual*, publications authored by contractors or other non-USAID employees must include this disclaimer on any programmatic Title Pages.

E. PROJECT EVENTS

As per AS 320.3.2.4, programmatic events financed by USAID and administered under USAID ACSS will prominently display the USAID Identity (Figure 1). In co-sponsored events, the USAID Identity (Figure 1) will be used in conjunction with the logos of other sponsoring entities (for example, the IARCSC).

Such programmatic events include, but are not limited to, the following:

- Training courses
- Conferences
- Seminars
- Briefings
- Exhibitions
- Fairs
- Workshops
- Press conferences
- Other public meetings and activities
- Invitations, press releases, and publicity as well as media materials, presentations, or handouts associated with these events.

F. GRANTS UNDER CONTRACTS

At the time of the writing of this Marking Plan, grants technical assistance is not provided under USAID ACSS, although this may change during the life of the project. Although no grants have been awarded to date, grants under contracts, when authorized with *ADS 302: USAID Direct Contracting*, must be branded and marked like grants, and the policy directives and required procedures for branding and marking of assistance awards in ADS 320.3.3 of and 22 CFR 226.91 apply.

G. ADMINISTRATIVE COMMUNICATIONS

The USAID ACSS contractor Deloitte Consulting, LLP and its subcontractors will not use the USAID Identity on any communications that are strictly administrative, rather than programmatic, in nature (ADS 320.3.1.5). This may include, but is not limited to, correspondence with the cooperating government concerning contractor compliance with local law, such as the administration of tax, customs or other provisions. In these instances, where appropriate, Deloitte will use its own corporate identity. In addition, USAID ACSS will not use the USAID or Program Identities in its communications related to award administration, such as the hiring or firing staff and the renting of office space and/or equipment. According to ADS 320.3.1.2, marking is not required for offices, vehicles, and any other items USAID ACSS procures for its own administrative use. However, based on previous discussions with USAID in Afghanistan, USAID ACSS may feature the approved Program or ACSS Identity in its program offices in Kabul if deemed necessary, specifically each of the reception areas and possibly in the guard station within the compound walls.

H. BUSINESS CARDS

USAID ACSS business card templates will not use the USAID Identity, in compliance with the USAID policy to prohibit the use of the USAID Identity on contractor and recipient business cards (ADS 320.3.1.6). Instead, the ACSS Identity (Figure 3) will be used. In addition, at USAID ACSS's option, the term "USAID Contractor" may or may not be included to illustrate that the employee is working on a USAID-funded activity and is not a USAID employee.

I. E-MAIL SIGNATURES

In line with the marking rules and regulations for business cards (ADS 320.3.1.6), the e-mail signatures of Deloitte and subcontractor employees working on USAID ACSS will not include the USAID Identity. Instead, the ACSS project name only will be used. In addition, at USAID ACSS's option, the term "USAID Contractor" may or may not be included for clarification purposes to illustrate that the employee is working on a USAID-funding activity and is not a USAID employee.

III. MARKING EXCEPTIONS

USAID ACSS's CO, in consultation with the Activity Manager/RO, has the authority to determine exceptions to marking. As per ADS 320.3.2.5, exceptions can be made if marking specifically identified contract deliverables would:

- Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of program and materials;
- Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent;
- Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, PSAs, or other communications better positioned as "by" or "from" a cooperating country ministry, organization, or government official;
- Impair the functionality of an item, such as sterilized equipment or spare parts;
- Offend local cultural or social norms, or be considered inappropriate on such items as toilets or similar commodities;
- Conflict with international law, such as the international recognized neutrality of the International Red Cross or other organizations;
- Deter achievement of program goals, such as cooperating with other donors or ensuring repayment of loans.

As outlined in depth in the associated USAID ACSS Branding Implementation Plan, the programmatic imperatives of the Afghan-led ACSS project may call for frequent marking exceptions. These will be dealt with on a case-by-case basis as necessary.

IV. MARKING WAIVERS

Based on ADS 320.3.2.6, USAID ACSS understands that USAID's Principal Officer has the authority to waive, in whole or in part, USAID marking requirements where it is determined that USAID-required markings would pose political, safety, or security concerns or that it might have an adverse reaction in the cooperating country. In some instances, a blanket waiver by region or country can also be implemented. At the time of writing, USAID ACSS understands that there is no blanket waiver for Afghanistan and as such, waivers will be requested by the project and considered by USAID on a case-by-case basis.

Waivers of the Marking Plan, in whole or also in part, can be requested through the CO, with the CTO then assisting in processing a waiver request (or waiver requests) to the cognizant Principal Officer. It is understood that no marking is required while a waiver determination is pending (ADS 320.3.2.6 – b).

VI. appendices

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Appendix II	Guidelines on Marking Table
Appendix III	Marking Exceptions Table
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Appendix V	USAID ACSS Letterhead Template
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Appendix VII	USAID ACSS Long Report Template
Appendix VIII	USAID ACSS Monthly Report Template
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Appendix X	USAID ACSS PowerPoint Template
Appendix XI	USAID ACSS Banner Template

APPENDIX I

SUMMARY OF IDENTITY USE

Contract Deliverables	Identity to be used
Commodities or Equipment	USAID Identity
Program, Project, or Activity Sites	USAID Identity
Public Communications between USAID ACSS and the public	USAID Identity
Communications between USAID ACSS and USAID only (e.g. Monthly Reports, Quarterly Reports, Work Plans, Marketing Plan, Branding Plan, etc.)	USAID Identity
Project Events (which are sponsored by USAID ACSS only and not in conjunction with any other donor, ministry, etc.)	USAID Identity
Project Events (held in conjunction with another entity, e.g. other donor, ministry, etc.)	USAID Identity
Administrative Communications	Deloitte Logo
Business Cards	Deloitte Logo
E-Mail Signatures	ACSS Name

APPENDIX II

GUIDELINES ON MARKING

The below table is based on ADS and illustrates marking requirements for USAID ACSS communications.

ADS Reference	Communication Type	USAID Identity Permitted	USAID Identity Not Permitted
ADS 320.3.1.5	Administrative Communications		<ul style="list-style-type: none"> • On communications that are strictly administrative, rather than programmatic, in nature (e.g. correspondence with cooperating government concerning contractor compliance with local law, such as admin of tax, customs or other provisions). • On contractor and recipient communications related to award administration (e.g. hiring/firing staff, renting office space and/or equipment)
ADS 320.3.1.6	Business Cards	While no USAID Identity may be used on the business card, the IP Identity can be used. At their option, contractors and recipients may include wording on their employees' business cards ("USAID Contractor" or "USAID Grantee" as appropriate) to identify that the employee is working on a USAID-funded activity. If the contractor or grantee elects to identify the employee as stated above, they may also, at their option, include	<ul style="list-style-type: none"> • On contractor and recipient business cards, the USAID identity must not be used. Designs and layouts used must make it clear that the employee is not a USAID employee.

ADS Reference	Communication Type	USAID Identity Permitted	USAID Identity Not Permitted
		USAID project name.	
ADS 320.3.2.4	Commodities and Equipment	Commodities or equipment provided under development programs funded by USAID contracts, and their export packaging, must prominently display the USAID Identity	
ADS 320.3.2.4 b	Program, project or activity sites financed by USAID contracts, including visible infrastructure projects (roads, bridges, buildings, etc.) or others that are physical in nature (agriculture, forestry, water management, etc.)	<ul style="list-style-type: none"> • Must prominently display the USAID identity • Temporary signs must be erected early in construction or implementation phase • When construction or implementation is complete, the contractor must install a permanent, durable and visible sign, plaque, or other marking 	
ADS 320.3.2.4 c	Public communications financed by USAID contracts that are print products	<p>Materials, including those listed below, must prominently display the USAID Identity:</p> <ul style="list-style-type: none"> • Publications • Reports • Research results, studies, and evaluations • Brochures, leaflets, informational and promotional materials • Folders • Success stories • Posters • Banners and signs • Print PSAs, newspaper supplements and other paid 	

ADS Reference	Communication Type	USAID Identity Permitted	USAID Identity Not Permitted
		placements such as advertorials <ul style="list-style-type: none"> • (Non-administrative) advertisements about program events/activities • Training manuals, workbooks and guides • Press releases, fact sheets, media advisories • Letterhead used for program-related purposes (invitations to events, etc.) as opposed to contractor administrative purposes 	
ADS 320.3.2.4 d	Public communications financed by USAID contracts that are audio, visual, or electronic	Must prominently display USAID Identity. Such communications include, but are not limited to, the following: <ul style="list-style-type: none"> • Websites • Videos • CDs and DVDs • TV PSAs • PowerPoint and other program-related presentations • Mass distribution electronic mail sent for program purposes, such as invitations to training events or other widely attended program-related gatherings • Radio PSAs, which must include an audio tag, such as “made possible by USAID: From the American people.” 	

ADS Reference	Communication Type	USAID Identity Permitted	USAID Identity Not Permitted
ADS 320.3.2.4	Studies, reports, publications, websites, all informational and promotional products not authored, reviewed, or edited by USAID	<p>Must contain a provision substantially as follows:</p> <p><i>“This study/report/ Web site (specify) is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this (specify) are the sole responsibility of Deloitte Consulting, LLP and do not necessarily reflect the views of USAID or the United States Government.”</i></p>	
ADS 320.3.2.4 f	Events financed by USAID contracts	<p>Must prominently display the USAID Identity. Such events include, but are not limited to, the following:</p> <ul style="list-style-type: none"> • Training courses • Conferences • Seminars • Briefings • Exhibitions • Fairs • Workshops • Press conferences • Other public meetings and activities • Invitations, press releases, publicity and media materials, presentations and handouts associated with these events that are produced under a USAID direct contract 	
ADS	Grants under	Must be branded and	

ADS Reference	Communication Type	USAID Identity Permitted	USAID Identity Not Permitted
320.3.2.4 g	contracts when authorized in accordance with ADS 302 "USAID Direct Contracting"	marked like grants, and the policy directives and required procedures for branding and marking of assistance awards in section 320.3.3 and 22 CFR 226.91 apply. The contractor is responsible for including branding and marking requirements for these grants in its Branding and Marking Implementation Plans, as part of its overall responsibility for managing grants under its contract.	

APPENDIX III

MARKING EXCEPTIONS WITH USAID APPROVAL

The below table is based on ADS 320 and illustrates exceptions to USAID's usual marking practices. As described in ADS 320.3.3.5 and 320.3.2.6 the CO, in consultation with the Activity Manager/RO, has the authority to determine that marking in accordance with 320.3.2 is not appropriate.

ADS Exception and Waiver Reference	Potential Negative Impact	Materials on which USAID Logo/USAID Identity is Not Permitted
ADS 320.3.2.5 a	Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials.	Includes, but is not limited to, the following: <ul style="list-style-type: none"> • Election monitoring or ballots, and voter information literature • Political party support or public policy advocacy or reform • Independent media, such as television and radio broadcasts, and newspaper articles and editorials • PSAs or public opinion polls and surveys
ADS 320.3.2.5 b	Diminish the credibility of items whose data or findings must be seen as independent	Includes, but is not limited to, the following: <ul style="list-style-type: none"> • Audits • Reports • Analyses • Studies • Policy recommendations
ADS 320.3.2.5 c	Undercut host-country ownership of communications better positioned as by or from a cooperating country ministry, organization, or government official	Should be reflected as being from the government of Afghanistan only: <ul style="list-style-type: none"> • Constitutions • Laws • Regulations • Policies Should include the USAID ACSS/Deloitte provision: <ul style="list-style-type: none"> • Studies • Assessments • Reports • Publications • Surveys • Audits • PSAs • Other

ADS Exception and Waiver Reference	Potential Negative Impact	Materials on which USAID Logo/USAID Identity is Not Permitted
ADS 320.3.2.5 d	Impair the functionality of an item	<ul style="list-style-type: none"> • E.g., sterilized equipment or spare parts
ADS 320.3.2.5 e	Incur substantial costs or be impractical or otherwise unsuited for individual marking	<ul style="list-style-type: none"> • E.g., Items too small, food in bulk, etc.
ADS 320.3.2.5 f	Offend local cultural or social norms or be considered inappropriate on such items	<ul style="list-style-type: none"> • E.g., toilets, bed pans, or similar commodities
ADS 320.3.2.5 g	Conflict with international law	<ul style="list-style-type: none"> • E.g., International recognized neutrality of the International Red Cross (IRC) or other organizations
ADS 320.3.2.5 h	Deter achievement of program goals	<ul style="list-style-type: none"> • E.g. cooperating with other donors or ensuring repayment of loans

APPENDIX IV

BUSINESS CARD TEMPLATE

	
Mark Grubb Chief of Party	
Kabul, Afghanistan www.usaidcdp.org	M+ 93 (0) 794 009 201 mgrubb@deloitte.com

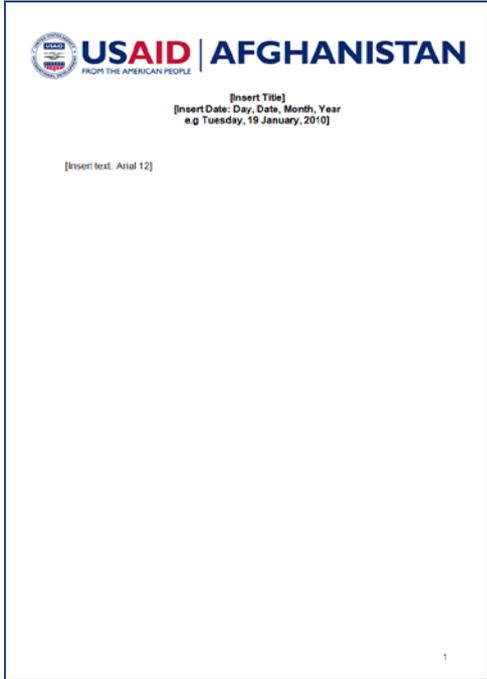
APPENDIX V

LETTERHEAD TEMPLATE

 USAID AFGHANISTAN <small>FROM THE AMERICAN PEOPLE</small>
Saturday, July 16, 2011
Dear [Insert name or title], [Insert text]
[TITLE TEXT: ARIAL BOLD 12 UPPERCASE] [Body text: Arial 12 Lowercase]
Yours sincerely/faithfully [delete as appropriate] [Insert name] [Insert title] Afghanistan Civil Service Support (ACSS)
<small>USAID Afghanistan Civil Service Support (ACSS) House #9, 2nd Street, Arian Square, Dar-e-Nis Kabul, Afghanistan</small> <small>info@usaids.org www.usaidcs.org</small>

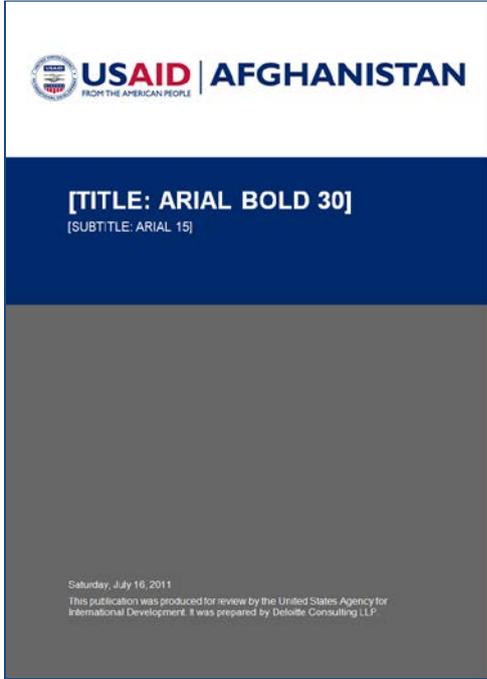
APPENDIX VI

SHORT REPORT TEMPLATE



APPENDIX VII

LONG REPORT TEMPLATE



APPENDIX VIII

WEEKLY REPORT TEMPLATE



AFGHANISTAN CIVIL SERVICE SUPPORT (ACSS) PROJECT HIGHLIGHTS

Weekly Report: January 30 - February 5, 2011

ADMINISTRATIVE REFORM SECRETARIAT

ACSS Support Furthers IARCSC Common Services Initiative: With support from the ACSS, the IARCSC Administrative Reform Secretariat (ARS) is in the process of establishing a Common Support Services structure through which crucial administrative functions - such as Procurement, Human Resources (HR), Finance and Administration - within the ARS will be shared to support all directorates across the Commission. As the single point for the sharing of services across the IARCSC, ACSS project and procurement support to the Commission will also be delivered via the ARS.

As part of this initiative, this week the ACSS procurement team obtained approval for and executed 12 procurement packages totaling over 149,000 USD in value for the Commission. In addition, the ACSS procurement, finance and HR teams assisted the ARS in preparing and conducting interviews for Secretariat's new Financial Specialist.

The Common Support Services scheme aims to improve the efficiency and effectiveness and ensure standardization and accountability in the provision of goods and services to the Commission's directorates while also increasing independence and sustainability throughout the IARCSC. By standardizing functions such as HR and Finance, the management and operation of the Commission will become simplified and efficient. Upon integration of these functional areas, the IARCSC will be presented with the opportunity to execute more effective services through workforce planning, payroll budget preparation, and financial reporting.

CIVIL SERVICE MANAGEMENT DEPARTMENT

Support to IARCSC RIMU, Ministry HR Capacity Increased: The period covering January 31 - February 2 2011 saw the inauguration of the Essential Skills for HR managers training program at the Ministry of Labor, Social Affairs, Martyred and Disabled (MoLSAMD). The training was conducted by the CSMD RIMU team at the MoLSAMD with support from ACSS. This effort was appreciated by the MoLE HR managers participating in the training, the ACSS-CSMD RIMU will follow up regularly with them to ensure that the techniques taught during the program are being applied within and by the Ministry's HR Department.

In addition, the MoLSAMD RIMU has this week completed a simple work plan template for use by five Ministry HR managers in order to link the specific goals and metrics outlined in the MoLSAMD HR strategy with individual operational work packages and tasked performed routinely by the HR team. By doing so, the HR managers will better understand the link between strategic and operational issues. In addition, the work plans will allow the HR Director to monitor the performance of his team members. To date, MoLSAMD managers have been briefed on the uses of the work plan and ACSS-

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APPENDIX IX

MONTHLY REPORT TEMPLATE



MONTHLY REPORT
OCTOBER 2010



Kabul, Afghanistan
November 15, 2010

This publication was prepared by Deloitte Consulting, LLP for review by the United States Agency for International Development.

APPENDIX X

QUARTERLY REPORT TEMPLATE



APPENDIX XI

POWERPOINT TEMPLATE





USAID | **AFGHANISTAN**
FROM THE AMERICAN PEOPLE

[SUB HEADING: ARIAL BOLD
CAPS 40PT]

APPENDIX XII

BANNER TEMPLATE



از طرف مردم آمریکا
د آمریکا دولتی خوا



انستیتوت خدمات ملکی افغانستان

ارتقاء ظرفیت در پنج بخش کاری

انستیتوت خدمات ملکی افغانستان (ACSI) برای مجموعاً ۱۶,۰۰۰ کارمند خدمات ملکی در پنج

بخش کاری پروگرام آموزشی را دایر می نماید



**Welcome to the
Independent Administrative Reform and Civil Service Commission
and Afghanistan Civil Service Support Project Partnership**

د افغانستان د ملکی خدمتون د خپلواک کمیسیون او
د ملکی خدمتون د ملاتړ د اړونده پروژې د پرانیستلو غونډې ته ښه راغلاست
به محفل افتتاحیه پروژه همکارۍ میان کمیسیون مستقل اصلاحات اداری و خدمات ملکی
و پروگرام حمایت خدمات ملکی افغانستان خوش امید

February 22, 2010, Afghanistan Civil Service Institute