

Branding Implementation and Marking Plans

Date: January 27, 2010, Revised March 17, 2010
From: Management Sciences for Health
To: Marcus Johnson, Contracts Officer, USAID/Rwanda
Subject: Branding Implementation Plan and Marking Plan for Rwanda Integrated Health Systems Strengthening Project — IHSSP, Contract No. GHH-I-01-07-00058-00

Branding Implementation Plan

Management Sciences for Health (MSH) submits the following draft Branding Implementation Plan for the Rwanda Integrated Health Systems Strengthening Project—IHSSP.

A. Positioning

1. What is the intended name of this program, project, or activity?

Rwanda Integrated Health Systems Strengthening Project, IHSSP. MSH will consult with USAID to explore whether another name would be more appropriate.

2. Will a program logo be developed and used consistently to identify this program?

No. This program will be identified by the USAID logo and project name (IHSSP or new name) to ensure that the people served are aware that this support is provided by the American people. The USAID graphic identity will comply with specifications of design, size, placement, and proportion in the USAID Graphic Standards Manual. As appropriate and unless otherwise advised by USAID/Rwanda, the PEPFAR logo and those of USG organizations associated with PMI may also be used as co-brands.

B. Program Communications and Publicity

A realistic, strategic communications plan is needed for IHSSP to tell the important stories of the project's successes in Rwanda. A strategic communications program for project year 1 (PY1) will be drafted and submitted to USAID/Rwanda for comments and approval.

Components of this plan are likely to include: USAID branding compliance, a situation analysis, goal and supporting objectives, target audiences, key messages, strategies and tactics, expected results, and a communications work plan or calendar of activities. As part of the communications program, clear lines of responsibility and metrics will be developed to evaluate the effectiveness of communications as the project moves forward.

Key milestones will be highlighted and publicized, e.g., project launch, research findings, published reports or studies, spotlighting trends, endorsements from local or ministry organizations, project completion, and overall results and impact.

Through the course of the project, we will bring partners and staff together for trainings so that they all have a solid understanding that this is a USAID project and so that they promote this fact in all their communications, in addition to delivering consistent messages about the project. Some of this can be conducted in person or through a virtual learning platform, in order to defray costs and difficulties of travel.

1. Who are the primary and secondary audiences for this project or program?

All IHSSP communications will promote and publicize USAID's sponsorship of the project.

The primary audiences are the Government of Rwanda, USAID, and other donors, along with civil society and the private sector. Communications to these audiences will identify, explain, and humanize project activities that increase access to quality health services and strengthen health systems, using data and personal stories and perspectives as appropriate.

One secondary audience is the project's beneficiaries: the people of Rwanda and health service providers and health systems managers. Another secondary audience is the broader public health community, with which MSH plans to support USAID in sharing the IHSSP's results. MSH may feature results from the program in a variety of external communication materials (e.g., *FrontLines*) and organizational communication materials, such as MSH's website and annual report, technical briefs, op-eds, press releases, technical seminars, and presentations. We will obtain written permission before reproducing and disseminating materials or publicly discussing findings, conclusions, and recommendations.

We will communicate effectively to demonstrate the impact of US tax dollars in foreign assistance. Buy-in from these audiences, as well as the American people and US legislators, will help to ensure ongoing financial and political support for foreign assistance, specifically funding for effective and efficient health programming.

2. What communications or program materials will be used to explain or market the program?

Tactics for marketing and promoting this project fall into two broad categories:

- Creating and reinforcing awareness and visibility
- Capturing and disseminating successes and lessons learned

A plan, to be developed, will provide detail about a communications and knowledge exchange strategy, tactics, materials, responsibility, and projected costs. See Annex I: Estimated Communications, Branding & Marketing Budget for FY2010 for cost estimates.

The plan may include:

- Periodic reports to USAID, as contractually obligated
- USAID platforms:
 - Telling Our Story (TOS): Contribute content according to Guidelines & Prep sheets provided by TOS for one or more of TOS's story types, to include semi-annual success stories. The Mission's Developmental Outreach and Communications Office will assist in editing stories for final posting on the TOS website (<http://www.usaid.gov/stories>), as necessary.
 - Semi-annual articles for *FrontLines* newsletter
- MSH tools:
 - Presence on the MSH website, including news updates
 - Articles in monthly e-newsletter "Impact on Health" (external distribution)
 - "Friday Forward" (internal distribution, news compendium)
 - Technical Exchange Network
 - Institutional Memory repository

- Mention in MSH Annual Report
- Local and US media coverage (print, radio, and/or television)
 - Press releases
 - Media interviews
 - Site visits for media

MSH will coordinate with the COTR and the USAID Development Outreach and Communications Officer all press and public events in Rwanda.

- Public events
 - Technical seminars
 - Partner meetings
 - Project-sponsored dissemination workshops, conference(s)
 - Attend/present at other organizations' conferences
 - Branded PowerPoint template for project

A USG representative will be invited to all trainings, conferences, and other public events.

- Print materials
 - Project fact sheet or brochure (updated, as necessary, to describe progress)
 - Training materials
 - Journal articles
 - Fliers
- Signage
 - Signs, billboard
 - Banners
 - Posters

MSH will request USAID's clearance on the proposed sign/billboard/banner/poster designs prior to their production. At public events, banners—either generic or designed specifically for the event—will be prominently displayed.

Other communications vehicles that may be included are:

- Press conferences
- Video(s)
- Other public events, e.g., Success Fair
- Op-Ed pieces
- USAID fact sheet
- Public service announcements
- Incentive commodities, e.g., T-shirts

As specified in the standard provisions, MSH will provide the Contracting Officer's Technical Representative (COTR) or other USAID personnel designated in the contract with two copies all program and communications materials produced under the award. In addition, MSH will submit one electronic or one hard copy of all final documents to USAID's Developmental Experience Clearinghouse.

3. What is the main program message(s)?

The communication plan will elaborate on program messages:

- IHSSP is supported by the generosity of the American people, in collaboration with the GOR.
- The American people are committed to supporting the people of Rwanda to achieve full access to high quality health services on a sustainable basis.

4. Will MSH announce and promote publicly this program or project to host country citizens?

Yes. Project milestones (e.g., expansions of services, achievements of key targets) will be widely promoted and publicized throughout the project’s life. IHSSP project staff and MSH’s Office of Communications and Knowledge Exchange (CKE) will work closely with appropriate USG and GOR contacts to ensure that such events are well-attended by targeted audiences and widely promoted throughout Rwanda and to Washington, DC, as appropriate.

5. Additional ideas about how to increase awareness that the American people support this project or program?

Within Rwanda: By marking and branding project materials and activities and maintaining a high profile for the life of the project, Rwandan people from all walks of life will see that their health and lives have improved—and keep improving—due to the continued commitment and dedication from the American people, the GOR, and the numerous local partners and staff with whom IHSSP collaborates. Means to this end include the media coverage and public events itemized in Section B.2.

Outside of Rwanda. Technical seminars, partner meetings, dissemination workshops, journal articles, success stories, HSS working groups, and media relationships are all tactics that the project may employ to increase awareness of the project’s funding and impact. These tactics will also demonstrate that lessons learned in Rwanda can be adapted for and applied to international development projects in other countries, providing additional project impact. In the United States, in addition to the above, audiences will include decision-makers and influencers in Washington, DC (namely, US Congress), who will be reached through MSH’s publications such as an end-of-project brochure and CKE outreach activities.

C. Acknowledgments

1. Will there be any direct involvement from a host-country government ministry?

Yes. The GOR and many ministries are vital partners.

In accordance with the branding strategy, the GOR / the Ministry of Health and other ministries will be widely acknowledged as a vital partner, as will local authorities during community-based events.

2. Will the recipient acknowledge the ministry as an additional co-sponsor?

In accordance with the branding strategy, the GOR, appropriate ministries, and partner organizations will be acknowledged in most circumstances.

3. Indicate if there are any other groups whose logo or identity the recipient will use on program materials and related communications.

Local partners will be acknowledged when they have been part of a particular event or activity. Bolstering local ownership and sustainability is a hallmark of this project; co-branding is one way to convey and legitimize that ownership. The USAID graphic identity will comply with specifications of design, size, placement, and proportion in the USAID Graphic Standards Manual; all other logos will be of equal or lesser size and prominence. As appropriate, and unless otherwise advised by USAID/Rwanda, both the PEPFAR logos and those of USG organizations associated with PMI may also be used as co-brands.

The standard marking provision will be included in all subgrants issued and grantees will include the USAID identity and standard disclaimer on all printed and Web-based materials. All sub-awards will state that as a condition of receipt of this sub-award, marking with USAID identity of a size and prominence equivalent to or greater than that of the sub-recipient, and other donors or third parties is required.

4. Disclaimers and acknowledgment of USAID funding.

With the exception of signs, all communications materials will contain the following acknowledgment and disclaimer: *This product is made possible by the generous support of the US Agency for International Development (USAID) under contract no. GHH-I-00-07-00058-02. The contents are the responsibility of the Integrated Health Systems Strengthening Project and do not necessarily reflect the views of USAID or the US Government.*

In accordance with the Graphic Standards Manual, reports that have not been authored, edited, or reviewed by USAID will include the following disclaimer on the cover: *This publication was produced for review by the US Agency for International Development. It was prepared by [list of authors and/or organizations involved in the preparation of the report].*

Marking Plan

Management Sciences for Health (MSH) submits the following draft Marking Plan for the Rwanda Integrated Health Systems Strengthening—IHSSP.

A. Program Outputs (“Program Deliverables”)

1. Program, project, or activity sites

The IHSSP main office is in Kigali and will have signage that includes USAID and PEPFAR logos and the project name.

2. Studies/Reports/Papers

Studies planned under this project along with technical and financial reports will be submitted as required by contract.

3. Publications

We will document development experience (through small-scale qualitative operational research) and publish experience in peer-reviewed journals.

4. Audio-visual productions (including TV and/or radio programming)

MSH will commit its Office of Communications and Knowledge Exchange at headquarters as backup and make available specialists for technical assistance and support for documentation and US-based or international media and events, as requested. Both TV and radio spots will include a mission-approved statement acknowledging that funding is provided by USAID and the American people; TV spots will also include USAID branding visually.

5. Websites/Internet activities

We will improve data use in part by supporting conversion of the MOH website into a more easily managed content management system platform as we have done already with PBF and the mutuelles, establish an MOH website editorial committee, and train departmental staff on site maintenance. While this is a MOH website, it is expected that the GOR will continue to support co-branding with USAID and other contributing partners.

6. Other promotional/informational communications

No additional promotion/informational communications are planned.

7. Events

Events under this project are likely to include project launch, new site/activity launches, partner meetings, and dissemination workshops. Most events will be in Rwanda; events might be held in Washington, DC, as appropriate.

7.a. Illustrative Table of Deliverables to Be Branded

Item Description	Type of Branding	Exception Request (Yes/No)	Justification for Exception
USAID platforms			
Telling Our Stories: content (5 story types)	USAID website; follow prescribed USAID specs and format	N/A	N/A
<i>FrontLines</i>	Print and online; follow prescribed USAID specs and format	N/A	N/A
MSH Corporate platforms			
Corporate website, annual report, e-newsletters, HSS fact sheet, etc., where Rwanda program is mentioned as one of several MSH HSS activities	MSH corporate identity. Mention USAID support of specific projects, not use USAID graphic identity	No	Activities of implementing partner which are not a component of the program
US media coverage, advocacy	Mention USAID support of specific projects, not use USAID graphic identity	No	Activities of implementing partner which are not a component of the program

Item Description	Type of Branding	Exception Request (Yes/No)	Justification for Exception
IHSS project platforms, materials			
All technical reports and other publications specified in the Graphic Standards Manual	The use of the USAID graphic identity will comply with specifications of design, size, placement, and proportion as stated in the USAID Graphic Standards Manual, using the USAID Standard Graphic Identity. When applicable, branding may also include the host-country government or ministry symbol or another US Government logo, e.g., PEPFAR, and those associated with PMI.	No	N/A
Project-organized events: <ul style="list-style-type: none"> • training courses • conferences; • seminars; • briefings; • exhibitions; • fairs; • workshops; • press conferences; • other public meetings and activities 	The use of the USAID graphic identity will comply with specifications of design, size, placement, and proportion as stated in the USAID Graphic Standards Manual, using the USAID Standard Graphic Identity. When applicable, branding may also include the host-country government or ministry symbol or another US Government logo, e.g., PEPFAR, and those associated with PMI.	No	N/A
Invitations, press releases, publicity, and media materials, presentations, banners, and supplies associated with the above events	The use of the USAID graphic identity will comply with specifications of design, size, placement, and proportion as stated in the USAID Graphic Standards Manual, using the USAID Standard Graphic Identity. When applicable, branding may also include the host-country government or ministry symbol or another US Government logo, e.g., PEPFAR, and those associated with PMI.	No	N/A

Item Description	Type of Branding	Exception Request (Yes/No)	Justification for Exception
End-of-Project brochure – should one be included in the Communications Plan and approved	USAID/Rwanda branding appear exclusively on the cover, but we would like to use GOR, PEPFAR, and other USG logos on the back, as appropriate, as well as the MSH logo and contact information for obtaining copies, given that the project will be closed	Yes	Presumptive exception (iv): Not indicating all principal actors might impair the functionality of the brochure
Communications and policy materials such as national guidelines, websites produced by the GOR with project support that are expected to have a long life	No marking except GOR	Yes	Presumptive exception (i): To avoid compromising the intrinsic independence and neutrality of the materials

7.b. Illustrative Table of Deliverables That Will Not Be Branded

Item Description	Type of Branding	Exception Request (Yes/No)	Justification for Exception
Public platforms			
Journal articles	Mention both USAID and project, other USG funders and MSH, as appropriate; no logos	Yes	Presumptive exception (i): To avoid compromising the intrinsic independence and neutrality of the materials
Communications and policy materials such as national guidelines, websites produced by the GOR with project support that are expected to have a long life	No marking except GOR	Yes	Presumptive exception (i): To avoid compromising the intrinsic independence and neutrality of the materials
Project-generated			
Administrative communications	MSH? Do you use MSH marked letterhead, etc.?		USAID contractors must not use the USAID identity on any communications that are strictly administrative, rather than programmatic, in nature.

8. Commodities

Commodities/deliverables purchased and produced under this project are enumerated in the following tables (Commodities to Be Marked/Commodities Not to Be Marked). Marking is not required on office equipment used solely for the administration of the project. However, if the equipment is to be used to perform both administrative functions and actual assistance delivery, then it should be properly marked.

8.a. Illustrative Table of Commodities to Be Marked

Item Description	Type of Marking	When Marking will Occur	Marking Placement
Desk/workstations	Stickers	Prior to installation	Prominently
Desk chairs	Stickers	Prior to installation	Prominently
Filing cabinets	Stickers	Prior to installation	Prominently
Telephones	Stickers	Prior to installation	Prominently
Printers	Stickers	Prior to installation	Prominently
Paper shredders	Stickers	Prior to installation	Prominently
Conference tables	Stickers	Prior to installation	Prominently
Conference chairs	Stickers	Prior to installation	Prominently
Safes	Stickers	Prior to installation	Prominently
Stackable chairs	Stickers	Prior to installation	Prominently
VA UPS units	Stickers	Prior to installation	Prominently
Cell phones	Stickers	Prior to installation	Prominently
Satellite phones	Stickers	Prior to shipment	Prominently
Digital video cameras	Stickers	Prior to installation	Prominently
Projector screens	Stickers	Prior to installation	Prominently
TV/VCR/DVD combos	Stickers	Prior to installation	Prominently
Computers (desktop and laptop)	Stickers	Prior to installation	Prominently
Photocopiers	Stickers	Prior to installation	Prominently
Emergency generator	Stickers	Prior to installation	Prominently
Air conditioners	Stickers	Prior to installation	Prominently
LCD projectors	Stickers	Prior to installation	Prominently
Vehicles	Stickers	Prior to use	Prominently
Incentive give-aways (e.g., t-shirts, posters, backpacks)	Printed/embroidered	Prior to distribution	Prominently. The USAID graphic identity will comply with specifications of design, size, placement, and proportion in the USAID Graphic Standards Manual.
Letterhead for project correspondence (non-administrative)	Preprinted stationery	As part of project/office launch and start-up	The USAID graphic identity will comply with specifications of design, size, placement, and

Item Description	Type of Marking	When Marking will Occur	Marking Placement
			proportion in the USAID Graphic Standards Manual.
Workshop materials: presentation /supplies	Stickers	Prior to workshops	Prominently

8.b. Illustrative Table of Commodities NOT to be Marked

Item Description	Rationale for Not Marking
Office equipment used solely for administration of the project	Not related to project
Basic desk supplies	Impractical and may impair functionality
Vehicle spare parts	Impractical and may impair functionality
Satellite dishes	Impractical
Policy materials or curricula produced by GOR with project support	To avoid compromising the intrinsic independence and neutrality of the materials.
Business cards of project staff	To make it clear that the person is not an employee of USAID

ANNEX I. Estimated Branding & Marking Budget and Communications for FY2010

In the absence of a strategic communications plan for IHSSP developed with input from USAID/Rwanda staff, project leadership, partners, the Rwanda MOH, and other stakeholders in Rwanda and the United States, branding and marking estimates as of this writing are of necessity very rough.

The estimates provided are, wherever possible, based on actual expenditures attributed to communications activities for the HIV/Performance-Based Financing Project (2006–2010), adjusted for the IHSSP time frame using current *CIA World Factbook* estimated rate of inflation for consumer prices in Rwanda (14.20% for 2010), the following expenses are estimated for the first year or so of the project. Budget estimates for 2010 follow and are based on the activities outlined in Branding Implementation Plan, B. 2, and Marking Plan 7.a and 7.b.

IHSSP 2010 Estimated Branding & Marking Costs	
Activity	2010 Estimated Costs (USD)
OVERALL for first year	\$24,000.00
Signage, other branded materials	
▪ Stickers	\$1000
▪ Exterior office signs, billboard	\$1200
▪ Placards on 12 vehicles, 2 per vehicle, @ \$10 each (12 vehicles × 2) × \$10	\$240
▪ Banner (for public events): <ul style="list-style-type: none"> ○ LOE .5 day × \$450 = \$225 (Determine content, graphic design, approvals) based on ○ Printing = \$400 	\$ 675 per banner
▪ Poster (for public events) LOE = [3-]4 days × \$225 = \$900 (Writing, photography, graphic design) Printing = \$150	\$1,050.00 per poster
▪ Branded PowerPoint template for IHSSP project presentations; create and gain approval 1.5 hr. @ \$40/h	\$60
▪ Letterhead for IHSSP business	

Periodic reports to USAID, as contractually obligated (All include writing, photo, vetting, dissemination)	
USAID platforms:	
<ul style="list-style-type: none"> ▪ Success Story – LOE: 2.0 days per story × \$426 (Gathering information, photography, writing, lay out per template, approval process) ▪ Two per year @ \$852 each 	\$1,704
<ul style="list-style-type: none"> ▪ Annual article for <i>FrontLines</i> newsletter — LOE: 2.5 days × \$426 (Photography, write, lay out per template, approval process) 	\$1,065
Local and US media coverage (print, radio, and/or television)	
<ul style="list-style-type: none"> ▪ Press release — LOE: 1.5 day × \$300 (Gather information, draft, obtain approvals as appropriate, disseminate) 	\$450
<ul style="list-style-type: none"> ▪ Media interviews — LOE: 2.5 days @ \$300 (Make & schedule contacts, prepare speaking points, media training as necessary, hold interview, etc.) 	\$1500
<ul style="list-style-type: none"> ▪ Site visits for media — LOE: 2.0 days @ \$500 (Make and schedule contacts, coordination with health delivery site management and partners, travel, prepare speaking points, etc.) 	\$1,000
Public events – Actual costs for the following events will vary depending on variables such as the location of the event (travel and transportation), the staff attending (professional and support staff, as needed), if IHSSP staff are presenting (presentation preparation, vetting, etc.). All amounts provided here are based on in-country locations, focus on topics that will allow use of existing or easily accessible content, i.e., the less costly approach—which, of course, may not be the chosen/most appropriate approach.	
<ul style="list-style-type: none"> ▪ Technical seminars 	TBD
<ul style="list-style-type: none"> ▪ Partner meetings 	TBD
<ul style="list-style-type: none"> ▪ Project-sponsored dissemination workshops, conference(s) 	TBD
<ul style="list-style-type: none"> ▪ Attend/present at other organizations’ conferences 	TBD

Print materials	
<ul style="list-style-type: none"> ▪ Project fact sheet or brochure, updated, as necessary, to describe progress. (Gather information and data, determine main messages, draft content, gain approvals, lay out, disseminate.) LOE: 3.0 days @ \$426 = \$1278 Printing: \$500 	1,778
<ul style="list-style-type: none"> ▪ Training materials 	
<ul style="list-style-type: none"> ▪ Fliers with simple content, more marketing than informational in purpose (Write, lay out, gain approval) LOE: 1.0 day @ \$ Printing: \$75 	\$375

Other communications vehicles not estimated for purposes of the Branding and Marking Plan that might be added to communications plan proposal; some more appropriate for subsequent years.	
▪ Journal articles	TBD
▪ Press conferences	TBD
▪ Video(s)	TBD
▪ Other public events, e.g., Success Fair	TBD
▪ Op-Ed pieces	TBD
▪ Public service announcements	TBD
▪ Communications training	TBD
▪ Incentive commodities, e.g., T-shirts	TBD
MSH tools (CKE costs are not charged to IHSSP, assuming CKE is provided raw materials provided by IHSSP staff or CHS comms. TA)	
▪ Presence on the MSH website, including news updates	\$ 0
▪ Articles in monthly e-newsletter “Impact on Health” (external distribution)	\$ 0
▪ “Friday Forward” (internal distribution, news compendium)	\$ 0
▪ Technical Exchange Network	\$ 0
▪ Institutional Memory repository	\$ 0
▪ Mention in MSH Annual Report	\$ 0