



**JEDCO**

المؤسسة الأردنية لتطوير المشاريع الاقتصادية  
Jordan Enterprise Development Corporation

## Communications and Outreach Manual

Jordan Enterprise Development Corporation (JEDCO)  
Small and Medium-Sized Enterprises Financing Program (SMEFP)

# Preface

## Purpose

This manual provides an overview of the basic concepts and processes that we as an SMEFP staff will use to communicate our message(s) both internally and externally. The manual’s purpose, therefore, is to assist us in developing and implementing the Program's communication and outreach plan, as well as enhancing communication among all parties involved.

## Audience

SMEFP's Communication and Outreach team and Program Managers.

## Background or Version

This is the first edition of the SMEFP Communication and Outreach Manual. It will be updated on as needed basis in order to keep it current and to capture additional ideas/approaches.

To assist you in using the manual, please note the following symbols, which will appear throughout:



**Reference note** with link to a website, or to a checklist/template/form in the Manual



**Supplementary information** to the SMEFP communications and outreach staff related to subject/step/section of the strategy

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# 1. Introduction

## 1.1 SMEFP Communications Program Overview

Welcome to Jordan Enterprise Development Corporation (JEDCO) and to the Small and Medium Sized Enterprise Financing Program (SMEFP). This manual outlines the Program's internal and external communications system, which will be utilized by all employees. In addition to outlining the system, it contains specific checklists, templates, and examples, which will make it both understandable and easy to use.

Before reading the manual itself, you should become familiar with the SMEFP and how it will impact Jordan. JEDCO and the United States Agency for International Development in Jordan (USAID) entered into a partnership to enhance access to finance through the creation and operation of a grant and technical assistance program, which targets small and medium sized enterprises (SMEs) in high-growth sectors. This multi-year program will augment other access to finance programs thereby enabling Jordanian SMEs to create jobs, enhance revenues, increase exports, and generate investment.

The SMEFP's success will largely depend on our ability to promote the program's services to potential grantees, companies wishing to access technical assistance, and financial institutions, which will leverage SMEFP support to finance "bankable" projects to achieve program goals.

As stated above, this manual outlines the system, which will be used by the SMEFP communications and outreach staff in order to promote the Program in a way that will enhance its ability to reach its stakeholders. The manual includes not only processes, but checklists, templates and examples, which we will utilize in implementing the SMEFP. Moreover, it sets out branding requirements and guidelines for briefings, written materials, press conferences, presentations, invitations, and all other tools used to highlight partners' involvement. It is divided into six sections:

- Section One: Provides an overview of the SMEFP and the manual.
- Section Two: Describes the steps in implementing an external communications and outreach strategy, and includes detailed information about setting the objectives, identifying key messages, defining geographical focus and target groups, selecting the appropriate communications tools, and proposes communication campaigns for the first year.
- Section Three: Describes and internal communications strategy, which outlines the benefits of inter-communications, information dissemination methods, requisite systems, and internal processes.
- Section Four: Defines the primary SMEFP's communications and outreach performance indicators related to events and communications activities, which will be tracked on an ongoing basis and reported on periodically.
- Section Five: Identifies USAID and JEDCO branding regulations, partners' identities, and marking plan.
- Section Six: The annex section, which includes a comprehensive list of resources such as checklists, forms and templates.

## **1.2 Overview of the SMEFP Communications and Outreach Strategy**

This Manual offers a step-by-step tool to enable the development of a dynamic SMEFP communication and outreach strategy. The strategy's main purpose is to ensure that a broad and inclusive range of SMEs are able to access support from JEDCO, the Overseas Private Investment Corporation (OPIC) supported Jordan Loan Guarantee Fund, and financing opportunities from other sources.

The system for conducting professional communications and outreach activities is designed to create broad awareness of the SMEFP's goals, purpose, and initiatives by ensuring that information is disseminated widely and inclusively, thus providing the maximum number of possible SMEs with access to potential financing opportunities. Disseminated information will include the type of grant programs and technical assistance being offered, the dates the program(s) will be launched, procedures for submitting proposals, and criteria for the awarding of grants or provision of technical assistance.

The Program's communications and outreach activities will also serve to ensure transparency by providing complete information to potential grantees and/or technical assistance recipients as to the criteria, screening, selection processes, and evaluation mechanisms to be used in determining assistance. Ultimately, the process is designed to attract high-quality proposals from SMEs in high-growth sectors through external and internal communication actions. If you have any questions about the system outlined in this manual or your role as part of the outreach and communications team, please contact your supervisor, who will answer your questions.

## 2. External Communications Strategy

### 2.1 Introduction

This section describes the steps in developing and implementing the SMEFP communications and outreach strategy, which includes setting objectives, identifying the core values and key messages, defining geographical location and target groups, selecting communications and outreach methods, and proposes campaigns for the first year.

Each step begins with supplementary information for our communications and outreach team and if needed a reference to resources, examples, and checklists available in the annexes found in Section Six.



Before developing the strategy we should ask ourselves the following questions as a communications and outreach team:

- What we are trying to achieve?
- Who needs what information?
- When do they need the information?
- Who delivers the information?
- How should the information be delivered?

We should also keep in mind the communications strategy's goals which include:

- *Informing* the target groups about the SMEFP
- *Persuading* SME's of the personal benefits for participating in the Program
- *Motivating* the targeted SME's to make informed choices about applying to the SMEFP
- *Encouraging* those who have been persuaded and motivated to inform, persuade and motivate others to do the same

### 2.2 Establish Strategic Objectives



As the communication and outreach strategy's objectives are developed, they should:

- Be derived from the SMEFP objectives and
- Meet the needs of the target groups.
- Be realistic in terms of timeframes, budgets and resources.
- Specify the intended change, for example increase in knowledge about SMEFP, or increase in the number of inquiries about the SMEFP

As a team, we have developed the following preliminary objectives, which will be augmented using the process described in this section:

- Raise the awareness of Jordanian SMEs about the SMEFP, focusing in particular on the opportunities it provides to augment project financing and provide technical assistance;
- Increase the interest of Jordanian SMEs to participate in the SMEFP, either through submission of grant proposals under specific solicitations and/or receiving technical assistance to improve strategy, practices, and/or products.
- Enhance SMEFP transparency and inclusiveness by clearly communicating its regulations, criteria for involvement, and purpose to the broadest possible audience within all of Jordan's governorates.
- Promote the SMEFP's results and success stories by highlighting its impact; and encourage other stakeholders to participate.
- Develop a network that includes both public and private sector stakeholders, financial institutions, and community leaders to provide information and/or support for the SMEFP.

### 2.3 Identify Core Values and Key Messages



Core values are those shared beliefs that guide decisions and behaviors as our communications and outreach team conducts its day-to-day work and interacts with each other. Core Values create a foundation of attitudes and practices to support the Program's success.

When developing a message you need to consider the following:

- A message is a specific piece of information that you want to put across to a target group or a community, with the intention of changing behavior.
- Messages and the way they are presented are crucial to moving target groups from the unaware stage to becoming aware, and thus becoming involved in the Program.
- Messages are developed to meet the specific information or needs of the target groups, and to create a demand for the Program's services.
- The message design will focus on the following elements:
  - Making the message noticeable and overcoming distortion. Due to the large amount of information that individuals encounter on a daily basis, JEDCO must overcome “selected attention” by utilizing the most appropriate medium(s) for the desired audience;
  - **Choosing the tone, context and style of the message.** The tone of the message can vary from serious to humorous. It is important to choose a tone that works with the target audience and the message itself. The context of the message can vary from showing a glimpse of someone's life, to showcasing a success story as well as providing facts and figures.
  - **Increasing the chances of the message retention.** Catching an audience's attention is not a guarantee that the message will be retained. Repetition of the main message in different media such as posters, TV and radio spots, one day event, and leaflets can increase message retention.

- Message development phases:
  - Design – Pre-test – Revise – Implement

Please refer to the "Message Pre-testing Checklist" under Section 6: Annexes



The SMEFP's core values, which will guide the communications and outreach strategy effort at all levels, are:

- Promotion of transparency and inclusion of all target groups;
- Development of the program's credibility through full and open communication between SMEFP and its stakeholders;
- Creation of synergy between internal and external communication and outreach activities to maximize impact.

These core values provide a strong basis for the development of a communications process designed to promote the following key messages:

- The SMEFP provides SMEs with technical support and the opportunity to secure funding and/or technical assistance to initiate activities, develop products, or enhance services that will create jobs, increase revenues, enhance exports, and/or promote investment;
- The SMEFP is designed to provide seed funding for projects initiated by SMEs in high-growth sectors, as well as to provide the technical assistance and connections necessary for the SMEs to potentially access the additional funding necessary to initiate these projects.

## 2.4 Define Geographical Focus and Target Groups



It is crucial to study in detail the target audience or audiences and their characteristics. Target groups analysis requires the following steps:

- Identify their demographic, social, cultural and other characteristics. Are they women, men, young people or elderly, living in urban or rural areas and that will help specify the geographical focus of the Program
- Divide them into sub-groups helps to identify groups that lack information or which have particular needs identifying the needs of each sub-group

The SMEFP's grant and technical assistance initiatives will be offered to SMEs in all of Jordan's governorates, highlighting high-growth sectors, which have the potential to create jobs, enhance revenues, increase exports, and promote investment.

Communications and outreach activities will particularly target SMEs that:

- Exhibit innovative practices.
- Introduce green or energy efficient technologies.
- Will employ Jordanians or replace foreign labor with Jordanians.

- Involve employment of youth and/or women.
- Are female-owned and operated businesses and/or firms outside Amman;
- Will support community involvement and development activities that will have a significant impact on the local communities.

While SMEs will be the focal point for the SMEFP's communications and outreach effort, other target groups will also be included. Specifically, the effort will focus on building a network of financial institutions and credit providers that can augment the program's funding and technical assistance by financing "bankable" projects. These institutions and credit providers will include, but are not limited to a) the SME Loan Guarantee Program, b) the European Union and Canadian International Development Corporation (CIDA) credit enhancement/SME financing programs, and c) the financial institutions, joint venture funds, and other credit-oriented institutions.

Each communication and outreach action will be designed to address a specific target audience using appropriate media tools and mediums.

## 2.5 Select Communications Tools and Tactics



A comprehensive set of communications tools and tactic are listed and explained under this section. In practice, the choice of the most effective and appropriate tools will depend on the:

- Purpose of the communication activity
- Characteristics of the target group
- Effectiveness of the tool in reaching the target group
- Accessibility of the tool to as many of the intended target groups as possible.

Please remember:

- As the SMEFP's communications and outreach team, we can utilize/select from the tools listed under this section to design our annual communications work plan. At the end of this section, two comprehensive campaigns are presented for the program's first year
- Tools and Tactics: A tool is a medium of communication, the instrument that we can use to reach our audience, while a tactic is the manner in which you use the tool.
- The wider the range of tools used, the greater the chances of reaching a larger number of target groups.
- Mass media can be useful in raising public awareness but is less successful in changing behavior or providing detailed information.
- The most successful approach is using a mix of mass media and outreach methods backed up by appropriate services. For example, an awareness campaign using mass media about SMEFP, followed by information days and sector specific events in different governorates aligned with telephone calls or access to counseling

services that enable SME's to gain access to information, financial and TA services.

The SMEFP team can utilize any of the following different communication tools based on the specific target audience, the message to be communicated, and the mediums utilized. Broadly, however, these tools will fit within the basic elements of the communications strategy outlined below:

**Figure 2. Elements of the External Communications and Outreach Strategy**



Specific processes will be initiated within each of these areas, depending on the nature of the message and the audience(s) for which it is intended. In addition, all tools and tactics will follow specific branding regulations to ensure compliance with USAID and JEDCO's established communications guidelines. In all cases, however, our communications and outreach effort will seek to increase the Program's visibility and thus enhance participation by Jordanian SMEs. The following sub-sections provide a description of each of these elements.

### *2.5.1 Branding*

In terms of branding, we will follow the co-branding guidance in accordance with USAID policies, where JEDCO's logo will be placed on the right side and the USAID logo on the left side. As for the SMEFP logo, there are specific branding guidelines for all our programs, whereby we will add a descriptive name for the SMEFP in both Arabic and English. In all cases the SMEFP brand should be recognized throughout Jordan. We will work together as a team to develop a comprehensive and illustrative concept to create a positive perception about the SMEFP.

This brand will be consistently reinforced in all aspects of the communication activities, and later highlighting our program success stories, in order for Jordanian SMEs to understand that the SMEFP's benefits are tangible and relevant to their businesses.

### *2.5.2 Public Relations*

Public relations play a crucial role in maintaining a positive public presence, increasing JEDCO's credibility, and enhancing the effectiveness of other communications tools. At its core, public relations

revolve around this universal truth: people act based upon their perception of facts. When those in public relations successfully create, change, or reinforce opinion through persuasion, the SMEFP objectives will be accomplished. Public relations activities include daily newspapers, magazines, press conferences, media kits and media field visits.

The SMEFP Program Manager and JEDCO's CEO will be the only individuals authorized to speak on behalf of the program unless another designation is authorized.

### 2.5.3 Advertising

As the SMEFP communications and outreach team we will utilize paid and cooperative advertisements extensively to launch grant programs, promote technical assistance initiatives, and highlight successes. Our advertising effort will primarily focus on the main daily local newspapers, radio and television stations.

### 2.5.4 Promotional Materials/Collaterals

Print communication materials will be designed specifically for each activity, and will include an information kit, posters containing the SMEFP logo and main messages, a brochure about the Program's benefits and application criteria, and roll-up banners with the Program's main messages to be used at the outreach events. The brochures will include inserts for different types of grants and technical assistance. We will also design and produce other stationary items that are needed for the Program.

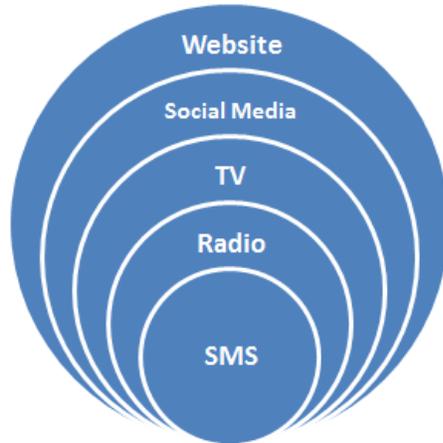


- Please refer to the "Production of Materials and Collaterals" process under Section 3: Internal Communication Processes.
- Please refer to Marking Plan: Table #1 & 2 under Section 5: Branding and Marking Regulations

### 2.5.5 Digital Communication

Digital communication encompasses a number of different processes which together form the foundation of a communications and outreach effort. It plays an essential role in our ability to reach the SMEFP's target audience. Through a variety of techniques using this medium, we will endeavor to reach the broadest number of stakeholders possible using the following types of communication:

**Figure 3. Different Types of Digital Communication**



- Website

A link to the SMEFP will be included on JEDCO's internet home page and will contain an overview of the Program's scope and purpose, the services/opportunities offered, eligibility criteria, grant solicitation announcements, success stories, and other information. Found at [www.jedco.gov.jo](http://www.jedco.gov.jo), the site will contain links to SMEFP Facebook and Twitter pages, which provide similar information.

- Social Media

The SMEFP will primarily utilize Facebook, Twitter, and You Tube as its social media outlets. This social media presence will target a diverse group of potential stakeholders and participants, while at the same time allowing us to communicate the Program's message in a consistent and effective manner. We will update social media platforms on an ongoing basis in order to ensure publication of the most current information.



Please refer to the "Social Media Checklist" under Section 6: Annexes

- Television

Our communications and outreach team will utilize Jordan TV (JTV) as one of its communication channels, through: interviews at popular shows like Yes'ed Sabahak and Youm Jadeed, inserting key messages in innovative formats, covering the Program's activities in the main news. In addition, television advertisements will be produced to deliver core messages to targeted viewers.



Please refer to the "Producing Short Documentaries" process under Section 3: Internal Communication/Processes

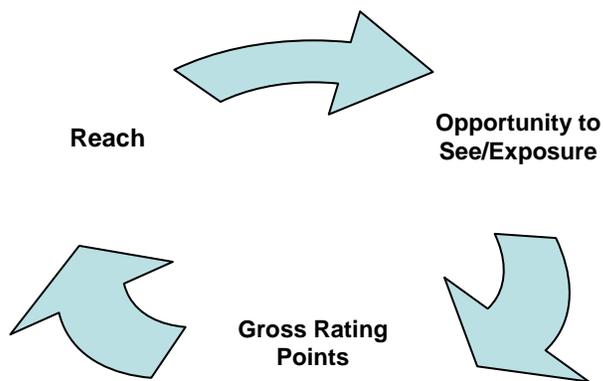
- Radio

We will utilize the most popular local radio stations in Amman and the Governorates, taking into account the desired audience to be reached and the applicability of the message. The Communications and Outreach manager, with input from the team, will make the decision as to which radio station(s) to be utilized for dissemination of specific messages.

- SMS

Past experience has confirmed the significant impact that mobile text messages can have in informing target audiences of upcoming events. In collaboration with a mass-texting provider, we will use mass SMS's to communicate its dates and venues of outreach events, as well as to continually inform Jordanian SMEs of grant program cycle dates and other milestones.

Television, Radio and SMS can be powerful mechanisms for reaching target audiences if used strategically. We are contracting with a professional marketing and media research company to evaluate the reach of the different digital media tools based on a combination of the following indicators:



- Reach

The variety of audiences who come in contact with the promotional message.

- Opportunity to See/Exposure (OTS)

Indicates the frequency or the average number of times each audience sees the promotional message

- Gross Rating Points (Gs)

Measures the overall number of audiences watching the campaign. Gs is calculated based on the rating points of each television program, newspaper, magazine, and radio station against the defined target group. The Media Campaign will depend on strong geographic coverage according to targeted audience, and scheduling

### 2.5.6 Events

We will hold a number of events to promote the SMEFP, some of which will be designed within the context of an overall outreach campaign and others that will represent targets of opportunity to promote the program within a smaller context. The following will comprise the majority of events that JEDCO will utilize to promote the SMEFP:

- Outreach Events

We will host a one-day event in each Governorate during which our SMEFP communication and outreach team will conduct a comprehensive presentation about the Program's benefits and solicit input from those in attendance. Pre-event planning will ensure that participants at each event come

from targeted groups, which will benefit the program. These events will largely be conducted within the parameters of a specific sector campaign. Ongoing outreach events will also be designed, including the placement of informational kiosks inside shopping malls in Amman, Irbid, Zarqa, and Aqaba Governorates. We will also collaborate with international implementing partners, NGOs, and business organizations to promote the program.



- Please refer to the "sector specific outreach campaign" for more details about collaborating with other organizations
- Please refer to the "Invitations/Event Notification" template under Section 6: Annexes/Templates

- SME Training Events/Workshops

Our pre and post financing workshops will provide SME's with specific information on upcoming grant and technical assistance initiatives. In addition to information dissemination, our communication and outreach team will utilize a variety of marketing collateral to promote the program as a whole in addition to specific grant initiatives.

- Booths at Conferences and Exhibitions in Jordan

Exhibitions can play an important role to promote the SMEFP's services, we will draw on the visibility of targeted regional and international exhibitions to reach SME's in the targeted sector, and highlight the Program's benefits and services.



Please refer to the "sector specific outreach campaign" for specific sector related conferences and exhibitions during 2013

- Grant Signing and Workshops Graduation Ceremonies

We will utilize the SMEFP's training and public relations events, such as signing ceremonies as opportunities to publicize the Program's news and progress. We will do this by distributing photos and press releases with testimonials from beneficiaries, which make the story both human and credible. We will also utilize quotes from SMEFP leadership and USAID officials.



Please refer to the "Organizing local training and events" Checklist under Section 6: Annexes

- Annual Awards Program and Success Story Publication

In addition to the above mentioned tools, we will utilize other mechanisms beginning with year two, such as an annual awards program and a success story publication to provide additional visibility for the SMEFP.

### 2.5.7 Outreach Campaigns



#### What is Outreach?

- Definition # 1

Social process based on dialogue using a broad range of tools and methods. It is also about seeking change at different levels including listening, building trust, sharing knowledge and skills, building policies, debating and learning for sustained and meaningful change. It is not public relations or corporate marketing.

- Definition # 2

Outreach is an activity of providing services to populations who might not otherwise have access to those services. A key component of outreach is providing the needed services to your target groups at the locations where they are.

The main reasons to implement outreach activities are:

- Existing services are not reaching the target group effectively
- Existing services are not offering interventions based on target groups needs

#### What is Campaign?

- A planned communication action that use the media, messaging, and a carefully selected set of communication tools to generate specific results, to meet the needs of specific target group, in a specified period of time.

Campaigns embrace a variety of communications tools and tactics, including many discussed above. The strategic approach for these campaigns will be to:

- Announce upcoming SMEFP initiatives;
- Build on lessons learned/best practices;
- Leverage existing partnerships and develop new ones;
- Emphasize consultation amongst a vast array of SMEs sharing the same goals and objectives in different governorates.

## 2.6 From Strategy to Implementation

The communications and outreach strategy provides our communications and outreach team with focused direction and accountability, helping us to stay on track to achieve our goals. Moreover, it will be used during the implementation phase as a guide to evaluate initiatives and activities to pursue.

As our team implements the strategy we have designed, we will need to translate the high-level strategic goals into specific communications actions, which will be executed in the first year, such timely and definable activities. This will create a detailed action plan aligned with the overarching mandates of our communication and outreach strategy.



**Please Remember:**

- Effective implementation means finding a balance between maintaining a consistent strategic focus and adapting to changing circumstances.

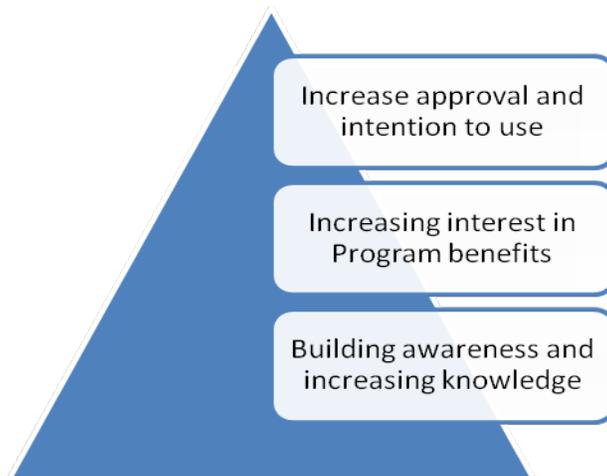
In the SMEFP context, these campaigns in the first year will include the launch of an upcoming grant program, but they will also be used in the following years to ensure the program’s ongoing visibility, especially outside Amman.

The campaigns design will continually allow us to adopt a more pro-active approach; to be in a better position to achieve program benchmarks; and to be able to respond to clients’ needs in a timely fashion while increasing credibility and visibility of the SMEFP’s services.

### *First Year Campaigns*

Our focus during the SMEFP’s first year will be on the initiation of two main campaigns, the first of which will be an awareness campaign aimed at increasing the program’s visibility throughout Jordan. The second campaign will be sector specific, aimed at increasing interest and attracting quality projects for specific solicitations planned by JEDCO through the SMEFP. In each case, we will focus on target groups, which represent stakeholders most likely to utilize and /or support the program. This will encourage movement up the “awareness to engagement pyramid” highlighted below, resulting in not only visibility but support for the SMEFP intended results.

**Figure 4. Awareness to engagement pyramid**



- Please refer to the "Managing Campaign" process under Section 3: Internal Communication / Processes
- Please refer to the "First Year Action Plan" under Section 6 : Annexes

### *Awareness Campaign*

Our SMEFP communication and outreach team will design and conduct awareness campaigns covering all Governorates in order to create visibility and support for Program initiatives. Over time, these campaigns will create a positive brand image for the SMEFP.

The awareness campaigns will focus on the following activities and techniques:

- Program Launch Event

Directly after the launch of its first grant program, we will hold awareness events in each Governorate at which detailed information will be presented on the program as a whole, as well as on the specific grant initiative to be launched. These events will feature networking opportunities with potential grantees and stakeholders as well as a press conference.

We will utilize a variety of communications and marketing tools to promote the program in the different Governorates including but not limited to the SMEFP website, social media, promotional materials, public relations, and digital media. In doing so, our team will focus on specific actions within each of these areas, namely:

#### A. Website

- As mentioned above, we will utilize JEDCO's existing website by adding a link to our page, which will include all pertinent information about the program, its services, and requirements as well as:
  - links to Facebook and Twitter SMEFP pages.
  - links to videos/PSAs about SMEFP activities; campaign, outreach events and success stories.
  - event banners and advertisements will be included on the website.
  - program materials including grant forms and templates.

#### B. Social Media

- We will create Facebook and Twitter accounts, which are linked to JEDCO's SMEFP home page.
- We will establish a YouTube account to highlight coverage of events, television and radio interviews by JEDCO / SMEFP management
- We will send regular e-mails weekly to targeted stakeholders in order to inform them of program activities, submission dates and requirements.

#### C. Print promotional materials:

- We will publish a brochure in Arabic and English for distribution at campaign events.
- We will develop and distributed media information kits to journalists.
- We will display posters and roll-up banners at Program events, which feature the SMEFP, JEDCO, and USAID logos.

#### D. Public Relations

- We will conduct and distribute three interviews with SMEFP leaders to media outlets along with a press release for the launch event.
- We will host a networking event to promote SMEFP and to build relationships within the communities.

#### E. Television

- We will develop two 45-second advertisements, which highlight the program.
- In partnership with JTV, we will broadcast interviews with JEDCO leadership during “Ye’sid Sabahak” and “Yoam Gadeed”. News items/interviews will be included in “60 minutes” news program.
- We will develop two 60-second public service announcements featuring SMEFP specialists.

#### F. Radio

- We will utilize the most popular local radio stations in Amman as well as outside of Amman (Ma'an, Karak and Al Yarmouk).
- We will broadcast 45-second radio spots in order to promote the program.
- We will air at least four interviews with SMEFP leadership on important talk shows.

#### G. SMS

- We will use mass SMS’s to communicate the launch events within the regions and/or Governorates.

#### *Sector Specific Outreach Campaigns*

Sector-specific outreach campaigns will focus on promoting specific grant and technical assistance programs within targeted high-growth sectors, including but not limited to Information and communication technology (ICT), Clean Technology and Medical services.

The purpose of these campaigns will be to:

- Increase the desire of Jordanian SMEs in all parts of the country to benefit from JEDCO’s SMEFP in order to start or expand their businesses;
- Form and change opinions, creating positive visibility, and overcome implementation obstacles;
- Attract quality projects by ensuring broad access to information about the Program;
- Promote the program’s results and success stories.

We will conduct sector outreach campaigns three - four weeks prior to the launch of specific grant and technical assistance programs, according to the following cycles:

- Component I: Pre- financing Technical Assistance (4 cycles /year) \*
- Component II: Financing Technical Assistance (3 cycles / year )\*

- Component III: Post-financing Technical Assistance (3 cycles / year  
\*need to check with the Grants and TA working group regarding first year cycles)

The campaign will focus on the following activities and techniques:

#### A. SMS

In conjunction with an outside provider, we will use mass SMS's to communicate its dates and venues of outreach events and continually inform Jordanian SMEs.

#### B. Advertising

We will place advertisements promoting the nature, criteria, timing, and scope of sector-specific grant programs in major daily newspapers such as AL Rai, ADustour, Al Ghad, and Al Arab AlYoam.

#### C. Outreach events

We will develop outreach events for all 12 governorates, which will target high-growth sectors or sectors that have maximum potential for employment generation. In doing so, we will establish partnerships with sector specific and community based organizations to reach their members. The following is an illustrative list of such organizations, though others may be included upon the approval of the SMEFP Outreach and Communications Manager, in consultation with the team:

- Medical Services Innovation Cluster;
- Clean Technology Innovation Cluster;
- ICT Enabled Services Innovation Cluster;
- Int@j;
- EDAMA;
- Royal Scientific Society;
- Injaz for ICT SMEs;
- Chambers of Commerce and Industry in different governorates;
- Business incubators (especially those operated by JEDCO);
- Association of Banks in Jordan to reach to the banks that have agreements with OPIC and/or the Cooperative Housing Foundation;
- Professional Labor Unions; and
- Women's organizations (such as the Business and Professional Women chapters in different governorate).

#### D. Booths at Sector Related National and International Conferences and Exhibitions in Jordan

These may include but will not be limited to the following:

- MENA ICT Forum, March 2013;

- International Conference on Innovation and Entrepreneurship, March 4 and 5, 2013  
Amman, Jordan;
- International Conference on Renewable Energy and its Future in the Arab World, April 22-24, 2013, Holiday Inn Hotel Amman;
- The 1st International Conference & Exhibition on the Applications of Information Technology in Developing Renewable Energy Processes & Systems, April 2013, Petra University, Amman.

# 3. Internal Communications System

## 3.1. Introduction

Our internal communications strategy focuses on the following objectives, which are designed to create cohesion among staff, as well as ensure open and productive dialogue within the Program and JEDCO as a whole. In light of this, our job as a communication and outreach team will be to ensure that:

- All members of the SMEFP team are aware of the Program’s goals and services;
- All SMEFP management decisions are communicated effectively to team members;
- The SMEFP team understands and knows how to follow all policies and procedures related to their work;
- The team is familiar with the resources available in, and the updates and developments of programs other than their own;
- The SMEFP team is able to provide feedback to management through formal channels.
- The process for internal communications is outlined in the SMEFP Personnel and Operations Manual, but in terms of our team, there are essential elements of the system outlined here, again beginning with the overall strategy:



Before developing the internal communications strategy, and during the implementation phases, the communications and outreach team should answer the following questions:

- WHY internal communication is significant to the program/ organization? the benefits that will formulate the strategy objectives
- WHO do you need to communicate with? your organization’s major audiences? (SMEFP staff members, management team, USAID and JEDCO's board members)
- WHAT is the most effective format for reaching your audiences? Activities and tools email, newsletters, regular staff meetings, retreats
- WHEN do they need information, initially and ongoing, as implementation progresses? Action plan
- WHO needs to deliver the message for greatest effectiveness?
- WHAT are the main internal operations for communications and outreach division to support the implantation of the external and internal communications strategies (internal processes, documentation and reporting, checklists, forms and templates)

**Important Note** This internal strategy focuses only on tools and operations that can support the implementation of the external communication strategy , the comprehensive personnel and operation manuals will cover all other issues

### 3.2 Why Internal Communications Strategy?

Why do we need an internal communications strategy? The answer is simple... internal communication produces the following benefits for the entire SMEFP team:

- We are better able to identify better with the goals, and procedures of the Program, which will result in a sense of belonging and increasing effort and efficiency;
- Divisions and teams will share more resources and information resulting in less duplication of work and stronger results;
- Day-to-day conflict will be reduced since a lot of conflict is the result of conflicting ideas on what is important to the organization;
- Individual team members will make more decisions themselves since they will have the tools, knowledge, and empowerment to make productive decisions in line with the organization's goals and applicable regulations.

### 3.3 Who are the Main Audiences and what are the Most Effective Tools to Reach Them?

As the SMEFP communications and outreach team, we will work with the Program Manager and JEDCO's CEO to ensure achievement of program internal communications goals and compliance with applicable procedures, using the following tools and activities to communicate with the following audiences:

#### A. Communication Tools Within Senior Management

Tool	Activity
Meeting	Weekly senior management meetings
Meeting	Monthly update briefing for JEDCO's CEO
E-mail	Ongoing e-mails regarding Program issues and initiatives

#### B. Communication Tools Between Senior Management and Staff

Tool	Activity
Individual Meeting	All supervisors will provide new employees with the organization's "Orientation Kit," which provides information critical to the employees' knowledge of SMEFP. The kit includes a program brochure, personnel manual, operations manual, grants and technical assistance manual, and other vital information.
All Staff Meeting	Monthly staff meetings will be held during which information on SMEFP's major achievements and upcoming activities will be shared

#### C. Communication Tools Within Program Staff

Tool	Activity
Division Meeting	Weekly team meetings will be held to ensure synergy and realistic workflow within individual divisions.
All Staff Meeting	An annual retreat will be held for Program staff to enhance teamwork, disseminate information, and gather inputs for next year plan

Tool	Activity
E-mail	An internal “newsflash” will be sent electronically on a bi-weekly basis to provide brief and timely information on the program's activities and results.
News Board	The Communications and Media Specialist will post on a news board newspaper clippings about the project prior to 10:00 a.m. each day so that SMEFP staff will have access to the latest developments.
Electronic Shared Files	A shared central file will be established with relevant documents and programmatic policies and procedures, administrative templates and forms, news, and presentations.

#### D. Communication Between the SMEFP’s Senior Management and USAID

Tool	Activity
E-mail	<ul style="list-style-type: none"> <li>• The SMEFP Manager will notify USAID with ample lead time about the following communications activities: <ul style="list-style-type: none"> <li>– Public relations events, such as grant program launch and signing ceremonies / one month lead time</li> <li>– Press conferences and other media events , such as media interviews, and field visits / 3 weeks lead time</li> <li>– Workshops, training events, /3 weeks lead time</li> </ul> </li> </ul>
E-mail	The SMEFP Communication and Outreach Manager will send draft press releases in English and Arabic for feedback/approvals. Ample time must be given for approvals (7 days before the event date).
E-mail	The SMEFP Communication and Outreach Manager will send talking points or speeches. Ample time must be given (7 days before the event date).



- Please refer to the " Press Releases, Talking Points, and Speeches" process under Section 3: Internal Communication / Processes
- Please refer to the " Invitations/event notification" template under Section 6: Annexes Templates

### 3.4 Internal Communications Action Plan?

Tool	Activity	Timeline
<b>Objective #1: The SMEFP team is aware of the goals and services of the program</b>		
Backgrounder about SMEFP for inclusion in all new staff orientation kits	Human Resources Manager and Communications Specialist	Dec. 2012
One day orientation meeting for all SMEFP staff to present and discuss the program's objectives, services, structure, communications activities	Program Manager supported by SMEFP division heads	First event Dec, 2012 and annually after that as an annual planning workshop
<b>Objective #2: All SMEFP management decisions are communicated effectively to the SMEFP team</b>		
SMEFP management team meeting	Program Manager	Weekly and monthly briefing to JEDCO's CEO

Tool	Activity	Timeline
Overview of the main SMEFP management decisions at monthly staff meeting	Program Manager	Monthly
<b>Objective #3: The SMEFP team understands and knows how to follow all policies and procedures related to their work</b>		
Orientation Kit," for new employees which provides information critical to the employees' knowledge of SMEFP. The kit includes a program brochure, personnel manual, operations manual, grants and technical assistance manual, and other vital information.	Divisions Heads and Human Resources Manager	To be ready by Dec 2012
Team meetings will be held to ensure synergy and realistic workflow within individual divisions	Divisions Heads	Weekly
<b>Objective #4: The team is familiar with the resources available in, and the updates and developments of programs other than their own</b>		
A shared electronic central files with relevant documents and programmatic policies and procedures, administrative templates and forms, news, and presentations	IT Manager and Operation Manger	initially and ongoing updates
An internal "newsflash" will be sent electronically on a bi-weekly basis to provide brief and timely information on the program's activities and results	Communications Specialist	bi-weekly
Post on a news board newspaper clippings about the project, so that SMEFP staff will have access to the latest developments.	Media Specialist	Daily before 10:00 a.m.
<b>Objective #5: The team able to provide feedback to management through formal channels</b>		
Staff meetings to share information on SMEFP's major achievements and upcoming activities and answer staff's questions	Program Manager supported by SMEFP divisions heads	Monthly
Notification emails to USAID about coming PR events, and training activities like launches, signing ceremonies, Press conferences, and workshops	Program Manager	3-4 weeks before event's date

### 3.5 What are the Main Internal Operations for our Communications and Outreach team to Support the Implantation of the External and Internal Communications Strategies?

#### 3.5.1 Systems

In order to maintain access to information and effective operations for the Communications team, we have established are establishing following two systems:

- Internal system that assists the team in planning, managing and generating training and events reports.
- System to measure media coverage and reach.

### 3.5.2 Processes

For successful management of the communications and outreach activities a set of step-by-step processes need to be in place for:

- Managing local events and training
- Production of materials and collateral
- Press releases/Talking points/Speeches
- Managing Campaigns
- Branding for the SMEFP Sub-Grantees
- Developing success stories
- Producing short documentaries
- TraiNet System Reporting

These written processes will help in standardizing the communications operations, significantly raising the quality of the division activities. Moreover, it will shorten the time and efforts needed to train new our new team members or assist in covering for team members absences.

The specific processes are as follows:

**Process: Managing Local Events and Training**

- SMEFP Manager/Operation Manger sends an e-mail about any new local activity to Events/Communications Specialist, the information should include the following:
  - Event title
  - Planned date, venue and duration
  - Main objectives, agenda and main speakers
  - Planned budget, estimated number of attendees
  - Required suppliers (audio-visual, promotional materials, etc.)
- Such information will be disseminated to relevant staff members, and Program's senior management and USAID to inform and confirm attendance.
- Conduct the first preparation meeting to go over the event check list, and set roles and responsibilities: Venue selection, invitation text and design, preparing invitee list (ensure compliance with branding regulations).
- Request bids from suppliers (more than \$500 needs 3 offers):
  - Send bids for 3 offers from companies
  - Review by selection committee
  - Award contract
  - Communicate with the winning company
- Add the event to the SMEFP section of JEDCO's website.
- Open a file under the shared files (central files).
- Send invitation and follow up on confirmations.
- Use confirmed list of participants to prepare name tags for participants and speakers, sign in sheet, media list and media packages.
- Set up the venue and conduct rehearsals, test AV, prepare seating plan for senior staff from JEDCO and USAID, ensure compliance with branding regulations, check registration area, and print material.
- After event collect and save all event information such as: Contracts, approvals, attendee list, invoices and payments, total actual costs, photos, materials, agenda, presentations, press release, and media coverage.
- Upon finalization of event, a request for payment should be processed through the accounting department, as follows:
  - Submit approved papers to the program's accounting department for payment
  - Attach invoices with the supporting documents; approvals and contracts

**Process: Production of Materials and Collaterals**

- Receive a request for materials from SMEFP Manager/ Operation Manager.
- Grants and technical assistance team provides background information.
- Draft content of requested material.
- Share draft with SMEFP Manager/Operation Manager, who will check content, and compliance with JEDCO and USAID branding.
- Share with SMEFP Manager/Operation Manager.
- Revise material according to feedback.
- Send bids for 3 offers from companies for design and printing.
- Review by selection committee.
- Award contract.
- Communicate with the winning company.
- Receive several design and layout options.
- Review, proofread, revise and agree on one option and layout.
- Share with senior management (SMEFP Manager).
- Get approval on the draft design and layout.
- Revise material according to feedback;
- Give the go ahead for printing and finalization.
- Upon receipt of printed material payment a request for payment, it should be processed through the SMEFP accounting team, as follows:
  - Submit approved papers to the program’s accounting department for payment.
  - Attach invoices with the supporting documents; approvals and contracts.
- Open a file under the shared files (central files)

**Process: Press Releases, Talking Points, and Speeches**

- SMEFP Manager/ Operation Manager sends an e-mail about any new activity to Technical Writer and Media Specialist, the information should include the following:
  - Event title
  - Main objectives, agenda
  - Key messages
  - Background resource documents
  - Target attendees
  - Language
- SMEFP Manager/ Operation Manager and Technical Writer and Media Specialist will decide whether talking points or full speech is more appropriate.
- Technical Writer and Media Specialist will prepare the first draft.
- If there are multiple partners, a clear flow chart must be prepared showing what messages each partner organization will concentrate on in order to avoid repetition.
- Send draft to JEDCO CEO and USAID for feedback/approvals. Ample time must be given for approvals (7 days before the event date).
- During the event, the Technical Writer and Media Specialist must keep a final copy of the talking points/speech.
- Technical Writer and Media Specialist must save a copy in the Communications Department file/central files.

**Process: Managing Campaigns**

This activity will be conducted by the SMEFP communication and outreach team.

When planning for an effective communication campaign, keep in mind that the campaign generally consists of several desired outcomes and the method in which the campaign outcomes are achieved should be considered and planned for.

- Prepare communication brief
  - This should include; the communication objectives, selected audiences, key messages, tone of messages, creative considerations. (According to the communication and outreach strategy manual).
- Obtain feedback/approvals
  - Share with SMEFP Manager/ Operation Manager and get approval on the communication brief. Revise material according to feedback.
- Develop the Budget
  - Determine the total promotion budget. This involves determining cost breakdowns per media channel and promotional mix elements (using the detailed action plan as a guide).
- Send bids to relevant companies
  - This step covers visual, audio and print materials productions;
  - Send bids for 3 offers from companies for design and printing
  - Review by selection committee
  - Award contract
- Produce and implement campaign
  - Finalize productions in coordination with relevant companies according to the previously set timeline. Disseminate and monitor broadcast, publishing and distribution, etc. of campaign implementation.
- Determine Campaign Effectiveness
  - This will decide how the actual performance measures up to the planned objectives. This information can be gathered by conducting focus groups research. (According to the detailed action plan).

**Process: Branding for the SMEFP Sub-Grantees**

- The Grants and TA Manager will notify by email the outreach team about any new grant, the information should include the following:
  - Grant recipient's name and contact information
  - Items covered by the grant (events, machines, materials, etc.)
- Communication Specialist will call the grant recipient and set a meeting to explain the branding requirements.
  - Ask the recipient to send a copy from all items that need branding to be reviewed and approved before production.

**Process: Developing Success Stories**

- Meet with Grants and Technical Assistance Manager to obtain information about success stories.
- Agree on the most pertinent story/stories.
- Gather more information about the success story, and plan a field visit to meet with beneficiaries and get their feedback.
- Select the type of success story that you intend to use from the following;
  - Snapshot
  - Case Study
  - First Person
  - Before & After
  - Photo & Caption
- Prepare the first draft, as per the format of the selected story type.
- Focus on the main subject of the story: the SME that the Program helps.
- Get feedback / approval on the story/stories.
- Make necessary changes.
- Publish the story/stories in two languages: English and Arabic.
- Send the story to journalists, media for publishing.
- Post on SMEFP section of JEDCO website.
- Send to USAID as part of SMEFP quarterly reports.
  - Open a file under the shared files (central files).

**Process: Producing Short Documentaries**

- Meet with Grants and Technical Assistance Manager to obtain information about the documentary.
- Agree on the objectives, structure main messages
- Gather more information and plan a field visit to meet with beneficiaries and get their feedback.
- Draft story board and obtain approval.
- Plan for the shooting of all documentary material with relevant counterparts (interviews, other footage).
- Finalize shooting and conduct post production (editing, voice over, sound mixing, etc.)
- Get approval on the first cut of the documentary from SMEFP Manager and USAID regarding content, theme and branding.
- Make necessary changes.
- Send the story to JTV for broadcasting according to the action plan.
- Post on SMEFP section of JEDCO website and use it during PR and training events.

All print and audio-visual productions should be saved on separate files as part of the documentation of Program outcomes.

**Process: TraiNet System Reporting**

- Coordinate with USAID/ Program office to link the SMEFP with the strategic goals and provide USAID with a brief about the program.
- Coordinate with USAID/ Program office to secure access to the TraiNet system.
- Enter the information related to all training activities to the online TraiNet system on quarterly basis
- For each In Country Training, enter a new line with the following:
  - Training Program Name
  - Field of Study
  - Start Date
  - End Date
  - Training Type
  - Facility Cost (Instruction, Travel, Trainee)
  - Trainee Information:
    - Group Name
    - # of men
    - # of women
- For each Third-Country Training, enter a new line with the following:
  - Training Program Name
  - Field of Study
  - Start Date
  - End Date
  - Training Type
  - Facility
  - Cost (Instruction, Travel, Trainee)
  - Trainee Information:
    - Name
    - Place of Birth
    - Date of Birth
    - Employer
    - Title
    - Passport No.
    - Passport Expiry Date
    - Return Status
- For US Training or exchange visitors:
  - Send the following documents to USAID:
    - The Security letter and the “U.S. training info” to request the issuance of the DS-2019 form
    - Non-immigrant Visa Application (DS 157)
    - Contact Information and Work History for Non-immigrant Visa applicant (DS 158)
    - Study Tour/Training Application or registration Form
    - Letter of Commitment
    - Conditions of sponsorship for J-1 visa holders
    - Medical Waiver
  - After the participant receives his/her J1 visa, send to USAID:
    - A scanned copy of J1visa
    - The DS2019
  - Report to USAID when the participant arrive to the US and when return back to Jordan

### 3.5.3 Documentation and Reporting

USAID requires that specific documentation is provided to outline communications and outreach activities. This takes the form of:

- Reporting to USAID (monthly/quarterly reports; end of program report): Progress reporting is a key activity of project management. We will issue reports to stakeholders regularly. Keep the report brief and sum up the key points in the project. In addition, our communications will use the USAID online TraiNet system to process USAID-funded training or exchange programs in the US, and report all In-Country and Third-Country training activities quarterly.
- Internal minutes of meetings, relevant memos.



- Please refer to the "TraiNet System Reporting" process under Section 3: Internal Communication/Processes
- Please refer to the "USAID US and Third Country Training" Checklist and "Training Report and Tables" under Section 6: Annexes Templates

All SMEFP's communication activities will be monitored, through;

- Press releases
- Press clippings collections
- Video and audio materials (documentaries/testimonials)
- Talking points/Speeches
- Photos

Monitoring and evaluation of our communication and outreach effort will include:

- Conducting post campaign focus group research and/or surveys
- Comparing results of post campaign research with initial objectives

We will contract with a professional marketing and media research company to evaluate the reach of the different tools.

### 3.5.4 Checklists/Forms/Templates

The following checklists and templates are included under Section 6: Annexes:

- Checklists/Forms:
  - Managing a press release checklist
  - Organizing local training and events checklist
  - Talking points/speeches checklist
  - Social media checklist
  - Message pre-testing checklist
  - Training event evaluation Form

- Sign In/Registration Form
- Templates:
  - Press release
  - Invitations/event notification
  - Success stories formats
  - PPT design
  - USAID communications and outreach report and tables
  - USAID and JEDCO identities

# 4. Performance Indicators

## 4.1 Introduction

Performance monitoring and evaluation is integral to our overall Program, and therefore our communication and outreach team will track and report on a number of important impact and sub-level indicators as described below:

### 4.1 Impact-Level Indicators

In order to provide both stakeholders and USAID with information on SMEFP's communications and outreach program, our SMEFP communication and outreach team will track and report on the following performance-level indicators:

- Events indicators:
  - Number of events per Governorate
  - Number of attendees by gender, and per target group/sector
  - Total cost per event per month and per quarter

## 4.2 Sub-Level Indicators

Please refer to the Performance Monitoring and Evaluation (PME) plan for the specific sub-indicators:

- Communication indicators:
  - Press release analysis in terms of circulation and advertising value
  - Number of website page visitors
  - Number of press releases
  - Number of publications
  - Number of e-mail shots
  - Number of press conferences
  - Number of interviews
  - Social media indicators (members, dialogues)

Our team will provide the PME Manager with monthly updates on each of these indicators.

# 5. USAID Branding and Marking

## 5.1 Introduction

This section is designed to provide guidance regarding the USAID marking and branding guidelines. As a communication and outreach team, we will work with other departments to ensure achievement of program goals and compliance with applicable regulations regarding branding and marketing. Before discussing these regulations, however, it is essential to begin with an overall definition of branding and marketing, namely:

- **Marking** is the requirement to acknowledge SMEFP and USAID on all publications, communication materials, project sites, commodities, etc.
- **Branding** is the guidelines for how this is to be done – logo usage, typography, colors, layout, etc.

### Requirements

- SMEFP Logo

The SMEFP brand will be in the form of a simple black logo, which consists only of the Program name (SMEFP). This will be placed beside the JEDCO and USAID brands.



- USAID Logo

This consists of a brand name with two colors to represent the whole category of U.S. foreign assistance and not just aid, as well as the tagline: “from the American people”. USAID’s correct name in Arabic is: الوكالة الأمريكية للتنمية الدولية

This identity can be used in full color, two colors, or in black.



- Please refer to the "USAID Identity – color options" under Section 6: Annexes Please refer to the invitations/event
- Please refer to the following website link to download the USAID logo or the full version of the USAID Graphic Standards Manual: [WWW.USAIID.GOV/BRANDING](http://WWW.USAIID.GOV/BRANDING) or <http://transition.usaid.gov/branding/gsm.html>

## 5.2 Branding Implementation Plan for the SME Financing Program (SMEFP)

### *Incorporating the brands*

SMEFP/JEDCO will use the USAID logo and tagline “From the American People” on all of the program's materials and communications. Co-branding will be allowed while no branding will only be considered on a case-by-case basis and must be approved in writing by the USAID Contracting Officer’s Technical Representative (COTR) and the Contracting Officer (CO) as applicable. SMEFP staff will provide guidance to sub-grantees regarding use of the USAID, JEDCO, and SMEFP brands as follows:

- **Sites financed by JEDCO sub-grants**, including visible infrastructure projects (roads, bridges, buildings, etc.) or other projects that are physical in nature (agriculture, forestry, water management, etc.), must prominently display the USAID Identity. Temporary signs must be erected early in the construction or implementation phase.
- Studies, reports, publications, and websites not authored, reviewed or edited by USAID must contain the following provision:
 

"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 [*specify document*] are the sole responsibility of JEDCO and do not necessarily reflect the views of USAID or the United States Government".
- **Events financed by the program** must prominently display the USAID Identity in term of invitation, Roll-up banners, presentations and promotional materials.
- **USAID branding messages.** In all materials and events the project will be branded as from USAID and prepared by JEDCO as part of the SMEFP. 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 local language will be used in branding the program.

### *Key milestones and opportunities*

The following key milestones are anticipated to generate awareness that the program is from the American people. These milestones may be linked to specific points in time, such as at the beginning or end of a program, or to an opportunity to showcase reports or other materials. These include, but are not limited to:

- Holding training and public relations events;
- Publishing reports;
- Highlighting success stories;
- Promoting final or interim reports; and
- Communicating program impact/overall results.

As per the signed agreement letter with JEDCO, it is USAID’s policy that implementing organizations must not generate their own corporate publicity about a USAID-funded program without first obtaining permission from the Agency. USAID should also be notified before JEDCO make public the findings of USAID-funded studies or reports and before organizing conferences, or public meetings.

### 5.3 Marking Plan for the SME Financing Program (SMEFP)

Throughout the tenure of the SMEFP, our team will create a number of marketing materials will be in order to promote the program both internally and externally. Table 1 and 2 outlines the types of materials that we may produce. Any materials that are not anticipated below, but are produced under the initiative, will also be subject to branding guidelines and USAID approval, as appropriate. Please note that the USAID logo is not required on items used as part of the administration of the program, such as stationary products, the goal is to mark programs and projects, and not implementing partners.

Every program deliverable that is displays the USAID logo, must follow design guidance for color, type, and layout in the Graphic Standards Manual as related to machinery, reports, studies, events, and public communication (including printed products, audio, visual, and electronic materials). The USAID logo will be used for programmatic correspondence. JEDCO/ SMEFP letterhead will be used for administrative matters and will not have the USAID logo. Business cards will not display the USAID logo.

**Table 1. Marking Plan for Materials to be Produced by SMEFP/JEDCO**

Category	Type of Marking	Remarks
<b>Administrative</b>		
Stationary products (administrative Business)	USAID standard graphic identity will not be used.	Dec. 2012
Business cards	USAID standard graphic identity will not be used on business cards. Deloitte will use its own business cards but include the line "Jordan Competitiveness Program" on the business card.	
Office signs and vehicles	USAID standard graphic identity will not be used to mark program offices and vehicles.	
Commodities or Equipment	All physical assets purchased with USAID project funds will be marked with a USAID logo in the form of the official USAID stickers designed for this purpose. The only exception to this rule will be in places where a prominent display of the USAID logo could pose security risks.	
Project deliverables	Follows guidelines for full branding	Text will be included to identify the project and contract number under which these documents were produced. It will also contain the standard USAID disclaimer statement.
Website page	Adhere to USAID regulations and requirements, including: <ul style="list-style-type: none"> <li>Branding: This requires putting the USAID logo in the header/ left side, of the SMEFP website page with white background around the logo on the left side</li> <li>Accessibility: This requires that there will be a text equivalent for every non-text element--that you can navigate the site's images through key strokes.</li> </ul>	

Category	Type of Marking	Remarks
	<ul style="list-style-type: none"> <li>• Meta data: This requires information be coded into each page on the website.</li> <li>• Privacy: The home page will be linked to a new page with the USAID privacy and security statement</li> </ul>	
<b>Technical</b>		
Technical reports and studies	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.	Text will be included to identify the project and contract number under which these documents were produced. It will also contain the standard USAID disclaimer statement.
Training materials and manuals	The USAID identity will be printed on the cover of documents; design follows guidelines for co-branding unless an exemption is provided for no branding	Text will be included to identify the project and contract number under which these documents were produced. It will also contain the standard USAID disclaimer statement.
CDs-ROM	The USAID identity will be printed on the CD label, splash screen/menu, and packaging; design follows guidelines for co-branding unless an exemption is provided for no branding	
PowerPoint presentations	The USAID identity is required on the title and break slides; design follows guidelines for co-branding unless an exemption is provided for no branding	
Conference posters , Roll-ups, and presentations	The USAID identity will be printed on the poster or presentation; design follows guidelines for co-branding unless an exemption is provided for no branding	
Videos	The USAID identity will be printed on the cover of documents; and will be included in opening and/or closing title sequences, also design follows guidelines for co-branding unless an exemption is provided for no branding	
Program Materials	The USAID identity will be printed on the cover of documents; design follows guidelines for co-branding unless an exemption is provided for no branding	
Technical web portal	Follows guidelines for co-branding; the USAID identity will be included on the homepage and subpages as appropriate	Individual documents included on the portal will be branded as appropriate.
<b>Promotional</b>		
Event signs, banners, Roll ups, and exhibition booth materials	The USAID identity will be printed on the materials; design follows guidelines for co-branding unless an exemption is provided for no branding	Text will be included to identify the project and contract number under which these documents were produced. It will also contain the standard USAID disclaimer statement.

Category	Type of Marking	Remarks
Project promotional materials (e.g. success stories, beneficiary announcements of research, testimonials, findings, or project results)	The USAID identity will be printed on the materials; design follows guidelines for full branding.	
Materials for site visits	The USAID identity will be printed on the cover of documents; design guidelines for co-branding unless an exemption is provided for no branding	

**Table 2. Marking Plan for Materials to be Produced by Sub Grantees**

Category	Type of Marking	Remarks
<b>Administrative</b>		
Business Stationary products (administrative Business)	USAID standard graphic identity will not be used.	Pertains to letterhead, envelopes, and mailing labels
Business cards	USAID standard graphic identity will not be used on business cards. Deloitte will use its own business cards but include the line "Jordan Competitiveness Program" on the business card.	
Office signs and vehicles	USAID standard graphic identity will not be used to mark program offices and vehicles.	
Commodities or machinery	All physical assets purchased with USAID project funds will be marked with a USAID logo in the form of the official USAID stickers designed for this purpose. The only exception to this rule will be in places where a prominent display of the USAID logo could pose security risks.	
Business print and promotional materials	The USAID identity will not be used for sub grantees printed and promotional materials	

*Request for Presumptive Exceptions*

During the course of the Program there may be occasions when marking would compromise the intrinsic independence and neutrality of the program activities specially in the case of the sub grantees promotional print and marketing materials, which may disturb the market by giving the SMEFP sub-grantees the advantage over other similar businesses by using USAID logo, and in the cases where it would undercut Jordanian ownership of activities and products. For the above mentioned cases a request for exceptions will be presented to the USAID COTR for approval on a case-by-case basis.

# 6. Annexes

## 6.1 Communication and Outreach Action Plan for First Year

### 6.2 Checklists/Forms/Templates

- Checklist: Press Release
- Checklist: Organizing local Training and Events
- Checklist: Participants Processing(US and Third Country Training)
- Checklist: Talking Points/Speeches
- Checklist: Social Media
- Checklist: Message Pre- Testing
- Form: Training Event Evaluation
- Form: Sign In /Registration
- Template: Press Release
- Template: Event Notification
- Template: Success Story/Snapshot
- Template: Success Story/Case Study
- Template: Success Story/First Person
- Template: Success Story/Before and After
- Template: Success Story/Photo and Caption
- Template: PowerPoint
- Template: Media and Communications Quarterly Report
- Template: Training Quarterly Report -Tables
- USAID Identity
- USAID Identity Horizontal and Vertical Options
- USAID Identity Color Options
- TEMPLATE: USAID Branding / Reports
- JEDCO Identity Single Language
- JEDCO Identity Bilingual
- JEDCO Identity/Color Options and Topography

## Action Plan for First Year Campaigns

		Year One												Estimated Cost (JD)
Key Tools and Tactics	Sub Activity	Q1			Q2			Q3			Q4			
Initiative: Awareness Campaign		O	N	D	J	F	M	A	M	J	J	A	S	
<b>Objective: The awareness campaign aimed at increasing the program's visibility throughout Jordan</b>														
<b>Branding</b>	SMEFP brand will be created, and consistently reinforced in all aspects of the program as per guidelines													8,000
<b>Public relations</b>	Regular dissemination of press releases to newspapers													0
	A press conference will be held as part of the launch event for all print, TV and radio journalists/reporters.													500
<b>Reporting</b>	Monthly and quarterly reports on the communications and outreach activities													0
<b>Promotional materials</b>	Information kit in Arabic and English for dissemination to journalists and media													25,000
	Brochure about program, benefits and application criteria to be used in outreach events( Design and produce 5,000)													
	3 posters with Program logo and main message for each target audience to be used in outreach events ( design and produce 100 of each = 300)													
	3 Rollups with Program logo and main message for each target audience to be used in outreach events (Design and produce 10 of each = 30)													
<b>Collaterals</b>	Design, produce, and use the required stationary for the Program; letter head, envelopes, general folder and business cards Branded promotional materials:													4,000
<b>SMEFP website page</b>	New page about the SMEFP program, with detailed information about the program and its target groups, plus the method and criteria for applying for the grant: Design, launch and marketing													15,000
	Updating													
	Assess according to performance indicators													
<b>Social Media</b>	<ul style="list-style-type: none"> <li>A Facebook page about SMEFP, which will have a link to the SMEFP web page.</li> <li>A Twitter account created</li> <li>YouTube account</li> <li>Regular emails to SME's and other stakeholders</li> </ul>													0

Key Tools and Tactics	Sub Activity	Year One												Estimated Cost (JD)
		Q1			Q2			Q3			Q4			
		O	N	D	J	F	M	A	M	J	J	A	S	
<b>Initiative: Awareness Campaign</b>														
	<ul style="list-style-type: none"> <li>Design, launch and marketing</li> </ul>													
	Updating													
	Assess according to performance indicators													
<b>SMEFP'S Launch Event</b>	The agenda will include a detailed informative presentation about the program. All stakeholders will be invited													5,000
<b>Television</b>	In partnership with JTV, broadcast interviews during “Ye’sid Sabahak” and “Yoam Gadeed”.													0
	2 captivating conceptual teasers that explain about the grant program (45 seconds).													16,000
<b>Radio</b>	Broadcast 4 interviews: Writing, production, agreements with radio stations. broadcast during the launch & awareness campaign, SMEFP will utilize the most popular local radio stations in Amman as well as outside of Amman; Ma'an, Karak and Irbid radio stations													10,000
	Broadcast captivating conceptual teasers that explain about the grant program (45 seconds): SMEFP will utilize the most popular local radio stations in Amman as well as outside of Amman; Ma'an, Karak and Irbid radio stations													7,000

		Year One												Estimated Cost (JD)
Key Tools and Tactics	Sub Activity	Q1			Q2			Q3			Q4			
Initiative: Sector Specific Outreach Campaign		O	N	D	J	F	M	A	M	J	J	A	S	
<b>Objective: The campaign aimed at increasing interest and attracting quality projects for specific solicitations planned by JEDCO through the SMEFP</b>														
<b>Qualitative research</b>	Targeted research groups. Entails the preparation of the questionnaire, agreeing on the locations of the research groups to evaluate the knowledge, the attitude and performance of targeted groups in response to the media messages to evaluate the impact in stage four. Campaign's media messages prepared and pretested (Focus group research) Pretesting 12 FDGs, messages revised and finalized according to FDGs results													14,000
	Evaluating results													
<b>Public Relations</b>	Regular dissemination of press releases to newspapers													0
<b>Newspapers</b>	Newspapers ads													10,000
<b>Reporting</b>	Monthly and quarterly reports on the communication and outreach activities													0
<b>Social Media</b>	Establish discussions with clients													0
<b>Outreach Events</b>	36 Outreach events 3 in each Governorate													24,000
Television	News items/interviews to be included in "60 minutes" news program.													0
	2 PSAs with leading SMEFP specialists (1 minute)													10,000
<b>Conferences and Exhibitions</b>	Booth/stand at national and international exhibitions with information packages													15,000
<b>SMS</b>	Use mass SMS's to communicate its dates and venues of outreach events and continually inform Jordanian SMEs. This can be done in partnership with mass texting provider													10,000

CHECKLIST: Managing a Press Release		
Item	By Whom	Status
<ul style="list-style-type: none"> <li>SMEFP Manager/Operation Manager to send an e-mail about any new activity to Communications and Media Specialists, the email should include the following information: Objectives, key messages, brief, resourced documents, quotes, deadlines, target audience</li> </ul>		
<ul style="list-style-type: none"> <li>Review background materials</li> </ul>		
<ul style="list-style-type: none"> <li>Prepare first draft then send it to Program Manager/Coordinator for comments</li> </ul>		
<ul style="list-style-type: none"> <li>Receive feedback / comments , amend the press release and</li> </ul>		
<ul style="list-style-type: none"> <li>Send to JEDCO CEO or his representative and USAID for approval and ask for a quote</li> </ul>		
<ul style="list-style-type: none"> <li>Be sure to add clear contact information, and SME Program boiler plate</li> </ul>		
<ul style="list-style-type: none"> <li>Send press release to media reporters with photos</li> </ul>		
<ul style="list-style-type: none"> <li>Save final press release to shared files</li> </ul>		
<ul style="list-style-type: none"> <li>Follow up calls with reporters</li> </ul>		
<ul style="list-style-type: none"> <li>Collect clippings, and prepare media coverage report</li> </ul>		
<ul style="list-style-type: none"> <li>Scan and save to central files</li> </ul>		
<ul style="list-style-type: none"> <li>Follow up calls with mediums who have not published the press release</li> </ul>		

CHECKLIST: Organizing Local Training and Events		
Item	By Whom	Status
<ul style="list-style-type: none"> <li>• SMEFP Manager/Operation Manager send an e-mail about any new local activity to Events/Communications Specialist, the information should include the following:               <ul style="list-style-type: none"> <li>– Event title, planned date &amp; duration, main objectives, agenda, planned budget, main speakers, estimated number of attendees, main requirements</li> </ul> </li> </ul>		
<ul style="list-style-type: none"> <li>• Arranged for the first preparation meeting to go over the event check list, and get all required information, set roles and responsibilities:               <ul style="list-style-type: none"> <li>– Venue selection, invitation text and design, preparing invitee list ( ensure compliance with branding regulations)</li> </ul> </li> </ul>		
<ul style="list-style-type: none"> <li>• Added the event to JEDC's website</li> </ul>		
<ul style="list-style-type: none"> <li>• Send event information to Program's senior management and USAID to inform and confirm attendance, prepare the opening session agenda if needed</li> </ul>		
<ul style="list-style-type: none"> <li>• Opened a file under the shared files (central files)</li> </ul>		
<ul style="list-style-type: none"> <li>• Send procurement enquiries to get price offers</li> </ul>		
<ul style="list-style-type: none"> <li>• Received 3 offers, and decide on the appropriate supplier</li> </ul>		
<ul style="list-style-type: none"> <li>• Send invitation and follow up on confirmations</li> </ul>		
<ul style="list-style-type: none"> <li>• Use confirmed list of participants to prepare name tags for participants and speakers (prepare blank ones for the people who may come without confirmation), sign in sheet, media list and media packages</li> </ul>		
<ul style="list-style-type: none"> <li>• Venue set up, conduct rehearsals, test AV, prepare seating plan for senior staff from JEDCO and USAID, ensure compliance with branding regulations, check registration area, and print material ahead of time</li> </ul>		
<ul style="list-style-type: none"> <li>• After event collect and save all event information such as:               <ul style="list-style-type: none"> <li>– Contracts, approvals, attendee list, invoices and payments, total actual costs, photos. materials, agenda, presentations, press release, and media coverage</li> </ul> </li> </ul>		

### CHECKLIST: Participant Processing Checklist (U.S. and Third Country Training)

**Participant Name:** \_\_\_\_\_

**Participant Job Title and  
Employer:** \_\_\_\_\_

**Participant Address During  
Training:** \_\_\_\_\_

**Training Program Title:** \_\_\_\_\_

**Address of Training Provider:** \_\_\_\_\_

**Training Budget (disaggregated  
by instruction, participant, and  
travel)** \_\_\_\_\_

U.S. Training	Third Country Training
<input type="checkbox"/> Participant is a Jordanian citizen and does not hold a U.S. citizenship or permanent residence status; copy of face page of passport provided to USAID/OPM	<input type="checkbox"/> Participant is a Jordanian citizen and does not hold a U.S. citizenship or permanent residence status
<input type="checkbox"/> Visa application completed	<input type="checkbox"/> Training locality is in adherence with Geographic Code 941 OR waiver is submitted to Mission Director for approval
<input type="checkbox"/> Data entered into TraiNet for issuance of DS-2019 form	<input type="checkbox"/> Visa obtained
<input type="checkbox"/> Security Risk Determination documentation submitted	<input type="checkbox"/> Health insurance obtained
<input type="checkbox"/> Medical exam undergone and certificate available on file, if applicable	<input type="checkbox"/> Language proficiency verified and on file OR waiver submitted to OPM for approval
<input type="checkbox"/> Enrollment for HAC insurance completed	<input type="checkbox"/> Pre-departure orientation provided: briefing on allowance and benefits, health insurance, travel and accommodation, training program, cultural aspects, etc.
<input type="checkbox"/> English language proficiency verified and on file OR waiver submitted to OPM for approval	<input type="checkbox"/> Gender targets considered
<input type="checkbox"/> Fly America regulations fulfilled	<input type="checkbox"/> Cost control principles followed
<input type="checkbox"/> Pre-departure orientation provided: briefing on allowances and benefits, health insurance, travel and accommodation, training program, cultural aspects, etc.	<input type="checkbox"/> Post-training follow-up plans prepared
<input type="checkbox"/> Conditions of Sponsorship signed and on file	
<input type="checkbox"/> Gender and HBCU targets considered	
<input type="checkbox"/> Cost control principles followed	
<input type="checkbox"/> Post-training follow-up plans prepared	
<input type="checkbox"/> Additional documents to be provided to OPM after completion of training: Copy of training request approval Copy of stamped DS-2019 form Copy of stamped I-94 U.S. entry form	

**USAID Representative/Contractor Representative:** \_\_\_\_\_

**Date:** \_\_\_\_\_

CHECKLIST: Talking Points/Speeches		
Item	By Whom	Status
<ul style="list-style-type: none"> <li>• SMEFP Manager / Operation Manager to send an e-mail about any new activity to Events/Communications and Media Specialists, the information should include the following:               <ul style="list-style-type: none"> <li>– Objectives, key messages, brief information, resource documents, deadlines, target audience</li> </ul> </li> </ul>		
<ul style="list-style-type: none"> <li>• SMEFP Manager / Operation Manager and Media Specialist will decide on which is more appropriate (Talking Points/Speeches) or both</li> </ul>		
<ul style="list-style-type: none"> <li>• Media Specialist will prepare the first draft. content shall be clear, concise, and short</li> </ul>		
<ul style="list-style-type: none"> <li>• If there are multiple partners, a clear flow chart must be prepared showing what messages each partner organization will concentrate on in order to avoid repetition</li> </ul>		
<ul style="list-style-type: none"> <li>• Send draft to JEDCO senior management and USAID for feedback/approvals. Ample time must be given for approvals</li> </ul>		
<ul style="list-style-type: none"> <li>• During the event, the Media Specialist must keep a final copy of the talking points/speeches</li> </ul>		
<ul style="list-style-type: none"> <li>• Media Specialist shall save a copy in the Communications Dep. file/central files</li> </ul>		

### CHECKLIST: Social Media

	Yes	No
<ul style="list-style-type: none"> <li>• Contact the SMEFP Manager/Operation Manager to discuss the organization policy/appropriateness and need for establishing a social media account for the Program</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Social media accounts need to be monitored after hours, on weekends and on holidays. Do you have one or more staff members prepared to do this?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Do you have a generic email account that can be used to establish the account?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Have you established:               <ul style="list-style-type: none"> <li>– Who will write the posts?</li> <li>– The correct tone for the posts and the type of messages you want to post?</li> <li>– Who will approve the posts?</li> </ul> </li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Have you read the Terms of Service on the nominated Social Media sites?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>

If you circled 'yes' to all questions, it is likely that the proposal is acceptable.

If you circled 'no' to any of the questions, then it is unlikely that the proposed social media account is acceptable, and further negotiations will be required to bring it into line with the policy.

\*Source: **Uncontrolled copy**. Refer to the Department of Education, Training and Employment/  
<http://ppr.det.qld.gov.au>  
<http://ppr.det.qld.gov.au>  
<http://ppr.det.qld.gov.au>

CHECKLIST: Pre-Testing		
	Yes	No
• Deciding what method to use (for example focus groups or interviews)	<input type="checkbox"/>	<input type="checkbox"/>
• Develop instrument for pre-testing (for example checklists for focus groups or questionnaires for interviews); in both cases include in your checklist / questionnaire the following points to check the effectiveness of your message:		
– Attention – Does the message attract and hold the attention of the audience?		
– Comprehension – Does the audience understand the ideas the message is intended to get across?	<input type="checkbox"/>	<input type="checkbox"/>
– Believability – Is the message believed		
– Recall – What does the audience remember about the message?		
– Relevance – Does the audience think the message is relevant to their lives and their view of the world?		
– Acceptability – Is there anything about the message which people dislike or find offensive?		
• Training those who will conduct the pre-testing	<input type="checkbox"/>	<input type="checkbox"/>
• Identify a sample from the target group, invite them, and explain what you want them to do and why and how long it will take	<input type="checkbox"/>	<input type="checkbox"/>
• Select a quiet place for pre-testing	<input type="checkbox"/>	<input type="checkbox"/>
• Testing a few messages at a time, otherwise people may get confuse	<input type="checkbox"/>	<input type="checkbox"/>
• Incorporate comments and suggestions, revise the message and if necessary pre-test the revised versions again	<input type="checkbox"/>	<input type="checkbox"/>

\*Source: IEC Reference Guide for Health Program Managers, 1998 / **Uncontrolled copy**







## TEMPLATE: Event Notification

How do we notify USAID and JEDCO's management about coming events?

- Outlook Invitation. Instead of sending an email, SMEFP Manager/ Operation Manager must prepare an Outlook Invitation.
- Invitation Contents. The Invitation must have the following:
  - Email Subject line: The subject line should be in the following format: SMEFP Event: XXX on YYY at ZZZ, where
    - XXX is a 2-3 word description of the activity (Marketing Skills Workshop, Grants Signing Ceremony, Graduation, Meeting);
    - YYY is the date/time
    - ZZZ is the place (Hotel name, JEDCO offices )
  - Event Description: In the body of the email (not an attachment), provide a 2-3 sentence description of what the event is. Example: “Graduation ceremony from a marketing training for 60 participants from Jerash and Irbid. The training was designed to enhance the participants’ abilities to \_\_\_\_\_.”
  - Language: Here tell us what language the event will be in. Example: The event will be in Arabic with English translation.
  - USAID Participation Requested: Here note whether or not the Mission Director or Ambassador has agreed to participate. Be sure to note if we are providing talking points. Example: “USAID Economic Growth Office is invited to observe the graduation ceremony. The USAID Mission Director has agreed to speak and we will provide talking points.”
  - Key Participants: Include names and titles of key participants at the Secretary General or Ministerial level.
  - Agenda: attach the agenda of the event, be sure to include the details of the **opening session** if any
  - SMEFP Point of Contact: Be sure to include in the text of the message who is the SMEFP's point of contact (POC) include the POC “signature” so that USAID has the title and mobile number of the POC.

TEMPLATE: Success Story/Snapshot



**USAID | SUDAN**  
FROM THE AMERICAN PEOPLE

## SUCCESS STORY

### Small Loans Boost Small Business

**Access to credit gives small businesses license to grow**



Suzie Cici sells smoked fish at a market in Yei, Southern Sudan.

***"I've learned that hard work will make you prosper," said Cici. "I've bought a plot of land and built a house on it from the money I've earned after taking out a loan."***

Telling Our Story  
U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

Suzie Cici, a single mother of four, is a true entrepreneur. She sells smoked fish at the market in Yei, Southern Sudan. With the help of loans from the USAID-financed Sudan Microfinance Institution (SUMI), Cici has managed to buy a plot of land and build a house for her family. She was even able to buy a car with her business proceeds — a difficult feat in post-war Sudan. She now plans to diversify her business and open up a restaurant. "Now I'm motivated to work hard," says Cici, "because I've learned that hard work will make you prosper."

Photo: Chemonics/Laura Lartigue

SUMI has been an integral part of USAID's effort to promote stability and foster economic recovery in Sudan as its people face the challenge of rebuilding their country after a 22-year civil war. The first financial institution to open its doors in post-war Southern Sudan, SUMI provides small loans of \$100–\$3,000 to small businesses, targeting historically disadvantaged groups including rural communities, women, and those displaced by war.

SUMI is well on its way to becoming an independent business. With an all-Sudanese staff, CEO, and board of directors, it now has four branch locations and an overall repayment rate of over 95 percent — an extraordinary accomplishment given the challenging environment. The SUMI board meets quarterly to make operational decisions and monitor policies and procedures, which further enhances the organization's accountability and sustainability.

But it is SUMI's clients who show the true success. Now that they have access to credit, clients like Cici can learn how to take advantage of formal loan processes and finally help their small businesses grow.

Cici says that all four of her children are now in school, and that many of her friends have also benefited from SUMI loans. "We have all succeeded. Now we are encouraging other women to take out loans so that they, too, can succeed."

Source: USAID website — Telling our story section <http://transition.usaid.gov/stories/guidelines.html>:  
[http://transition.usaid.gov/stories/sudan/successstory\\_sudan\\_smallloans-cici.html](http://transition.usaid.gov/stories/sudan/successstory_sudan_smallloans-cici.html)

TEMPLATE: Success Story/Case Study



# USAID | BANGLADESH

FROM THE AMERICAN PEOPLE

## CASE STUDY

### New Products Expand Exports

**Businesses introduce new products and form cooperatives to increase market reach**



Photo: USAID/Troy Beckman

A woman embosses leather that will be used to manufacture handbags and shoes for export.

***Bangladesh's diversified product offerings have generated new markets in Europe and Japan.***

**Telling Our Story**  
U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

**Challenge**

With the expiration of the international Multi-Fiber Agreement on January 1, 2005, Bangladesh's ready-made garment industry was suddenly destabilized. For over 30 years, the agreement had artificially protected Bangladesh's number one export from competition, and removing the quota system could result in a dramatic loss of jobs and extremely adverse effects on the national economy. To give balance to the export industry and compensate for revenue loss in the garment sector, Bangladesh needed to increase the diversity of its products to make them more attractive to the international market.

**Initiative**

USAID is helping to develop Bangladesh's small and medium-sized enterprises by identifying promising new sectors, enhancing business management practices and introducing new technology and production techniques to unskilled workers. It is also creating linkages between large export companies and small, community-based cooperatives. Energetic entrepreneurs are selected to train and operate these co-ops, which manufacture a variety of products for the exporters using local materials. This creates new jobs in rural areas and generates income for poor families. An emphasis is placed on training women, who make up 80 percent of the cooperative workforce.

**Results**

Leather goods, handmade stationery, handmade floor coverings, personal protective equipment and light electrical products are among the ten industry sectors USAID has helped to develop. In addition, more than 80 cooperative have established linkages with the larger export companies. Since 2000, export sales of participating businesses have reached \$52 million. Firms receiving USAID support have also added 5,000 jobs, with a vast majority of the new positions going to women. Bangladesh's diversified product offerings have also generated new markets in Europe and Japan.

Source: USAID website — Telling our story section <http://transition.usaid.gov/stories/guidelines.html>:  
[http://transition.usaid.gov/stories/bangladesh/cs\\_bd\\_exports.html](http://transition.usaid.gov/stories/bangladesh/cs_bd_exports.html)

TEMPLATE: Success Story/First Person



**USAID** | **EGYPT**  
FROM THE AMERICAN PEOPLE

## FIRST PERSON Cultivation Techniques Improve Lives

**New methods allow a small farmer to expand his business**



Photo: USAID/Shaymaa Omran

***Farmer Bakry Mohamed uses a new technique for air drying aromatic and medical plants that increases production, quality and, hence, income, in addition to creating job opportunities for others in his village.***

**Telling Our Story**  
U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

Until two years ago, Bakry Mohamed was a traditional Egyptian farmer who ate what he reaped. He never thought of market demand, new crops or new techniques. But after working with USAID, Bakry became recognized as an example of how small efforts can make a huge difference in an Egyptian farmer's life.

A father of eight living in Fayoum Governorate, Bakry is typical of the 34 percent of Egypt's labor force that works in agriculture. He owns eight acres of reclaimed desert, which he used to irrigate by flooding — an inefficient use of resources that led to reduced yields. He grew the traditional crops of wheat, maize and clover, which satisfied his family and livestock needs, and sold whatever was left for a very small or even no profit.

In 2003, USAID began helping Bakry and other small farmers improve their yields through training and study tours. Bakry said the most important element of his education was a 2004 trip to the University of California-Davis, where he observed and participated in using new growing techniques to cultivate different crop varieties.

Today Bakry plants high-value beans, tomatoes and aromatic and medical plants. He cultivates them using efficient drip irrigation and processes them with improved drying techniques. Since 2004, he has produced 1,500 tons of onion, 11 tons of basil and 4 tons of wormseed (ambrosia or epazote), and he has sold his produce to both local and international markets. This farmer, who had never before exported, managed to sell more than \$15,000 worth of crops to foreign buyers in two short years.

While Bakry used to rely solely on family members to work his farm, his expanding business created job opportunities for others in his village. Bakry now hires 766 days of non-family labor to cultivate, harvest, sort and process his yield, paying each laborer about \$3.50 a day, higher than the normal rate paid in the area. Bakry has also shared what he learned with his neighbors, conducting workshops to teach people in his village, especially women, about improving post-harvest techniques and meeting international quality standards.

Source: USAID website — Telling our story section <http://transition.usaid.gov/stories/guidelines.html>:  
[http://transition.usaid.gov/stories/egypt/fp\\_eg\\_bakry.html](http://transition.usaid.gov/stories/egypt/fp_eg_bakry.html)

TEMPLATE: Success Story/Snapshot



**USAID** | **GUATEMALA**  
FROM THE AMERICAN PEOPLE

## BEFORE & AFTER

### Improving Resources for Rural Students

#### New libraries and teaching tools enrich rural schools

*Nearly a decade after its 36-year civil war ended, cultural and economic gaps persist in Guatemala. Education is plagued by a lack of access, poor teacher training and insufficient resources — especially for rural children. Although 60 percent of urban students complete third grade, only 30 percent of rural students do. Two-thirds of Maya first-graders are taught by instructors who do not speak their mother tongue, and 76 percent of rural children drop out before completing primary school. Nearly two million children do not attend school.*

*President Oscar Berger's administration, which took office in January 2004, has sought to overcome these obstacles, setting a goal of employment and well-being for all Guatemalan citizens. Since education is a vital step toward this end, USAID is working to improve reading instruction for 43,000 children in six of the country's poorest states, and is supplying teachers with high-quality resources, many of which are designed to improve instruction for bilingual students.*

**Telling Our Story**  
U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>



Photo: USAID

**BEFORE** Few Guatemalan children are enrolled in preschool (43 percent), junior high (28 percent) or high school (16 percent), and only one in ten children who enters first grade makes it to tenth. Students enrolled in rural schools have only the most rudimentary of resources.



Photo: USAID

**AFTER** As part of its effort to improve teaching resources and methodologies, USAID helped establish libraries at 1,000 primary schools in six of Guatemala's poorest states, including this rural school in Sumpango, Sacatepequez.

Source: USAID website — Telling our story section <http://transition.usaid.gov/stories/guidelines.html>:  
[http://transition.usaid.gov/stories/guatemala/ba\\_gt\\_school.html](http://transition.usaid.gov/stories/guatemala/ba_gt_school.html)

TEMPLATE: Success Story/Photo and Caption



**USAID** | **MOLDOVA**  
FROM THE AMERICAN PEOPLE

## PHOTO & CAPTION

### Fresh Apples, All Year-Round



Photo: Radu Lazar, CFNA

***In a few days, these apples will be harvested and moved into the new Controlled Atmosphere Storage Facility, allowing them to taste fresh and flavorful months later.***

Apple producers throughout Moldova have a long-standing tradition of quality when it comes to growing delicious fruit. But they have struggled for years with getting their product to market when the demand is highest and prices are the best.

The lack of adequate storage facilities has prevented farmers from solving their marketing problem. Now, with support from USAID, a Moldovan company has built a state-of-the-art Controlled Atmosphere Storage Facility — the first of this kind in the region. Here farmers can store their apples for as long as they need before bringing them to market without worrying about loss of flavor or freshness. Selling their fruit out

of season allows farmers to receive up to four times as much for their crop, and consumers can purchase locally grown fruit at better prices than they were paying for imported varieties.

**Telling Our Story**  
U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

Source: USAID website — Telling our story section <http://transition.usaid.gov/stories/guidelines.html>:  
[http://transition.usaid.gov/stories/moldova/pc\\_md\\_apples.html](http://transition.usaid.gov/stories/moldova/pc_md_apples.html)



## Communications and Outreach Strategy

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August 5<sup>th</sup> , 2012

9/17/2012

### Communication Principles

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- Proactive, not reactive
- Positive, not negative
- Two-way, not one-way
- Open, not closed
- Interactive, not top - down



## TEMPLATE: USAID Media and Communications Report

### Communication/Outreach and Participant Training

#### *Increased Public Outreach and Awareness*

The Communications and Outreach team disseminated, created and developed the following:

- Held three press conferences during the quarter: to launch the awareness campaign “XXXXXX” and to announce the XXXXXX, and the XXXX in Amman, Irbid and Aqaba
- XX press releases to the media, with the total of XX appearances in the daily and weekly newspapers that have an advertising value of JOD XXXX (\$ XXXX)
- XX e-mail shots to Program stakeholders
- XX magazine articles, XX ads, XX publications, and XX new success stories.
- Launched the campaign “XX” in MONTH X at the XX event. The PR activities involved a networking event for all XXXX, presentations, interviews, press release disseminations, as well as interviews. Total Advertising Value Equivalency equaled to XXX US Dollars that took place through the outreach program.
- Signed an MOU with XXX organization as part of “XXXXXX” campaign,
- Designed two communication strategies for XXXX that been presented and approved by XXXXX, and XXXX.
- Produced XX short success story documentaries covering XXXXXXXX the documentaries presented to the program staff and posted on the social media websites.
- Updated SMEFP’s page with news, photos, and coming events

The SMEFP's website page and Free Media sites main activities:

- Traffic to the website has increased by XX% where the total hits have reached XXXX – averaging XXXX hits per day.
- Facebook memberships have reached to a total of XXX fans which is an increase of XX%
- On LinkedIn, there are currently XX total connections- an increase of XX % in the last three months with a total of XX discussions
- The Twitter account has XX followers with an increase of XX%. Tweets have also increased totally XX tweets and XX photo uploads.
- The YouTube channel has XX total uploads and an increase of more than XX% in upload views as well as XX% increase in channel views this quarter.

#### *Participant Training*

The Program completed XXX training and non-training programs: In XXXXX (locations), attended by XXX participants of which XXX were females and XXX were males. Expenditures on these amounted to \$XXXXX.

**TEMPLATE: Training Quarterly Report — Tables**

In-Country Training and Non-Training Activities											
From/To Month, Year											
					Number of Participants			Actual Costs (\$)			
Program Title	Location	Venue	Start Date	End Date	F	M	Total	Instruction	Participant	Travel	Total

US and Third-Country Training Activities											
From/To Month, Year											
				Number of Participants			Actual Costs (\$)				
Program Title	Location	Start Date	End Date	F	M	Total	Instruction	Participant	Travel	Total	

USAID Identity



Source: USAID Website – USAID Graphic Standards Manual: [WWW.USAID.Gov/Branding](http://WWW.USAID.Gov/Branding)

USAID Identity: Horizontal and Vertical Options

# BRAND SUMMARY

## CONSISTENCY COUNTS



Source: USAID Website – USAID Graphic Standards Manual: [WWW.USAID.Gov/Branding](http://WWW.USAID.Gov/Branding)

## USAID Identity: Color Options

### FULL-COLOR IDENTITY, HORIZONTAL AND VERTICAL



**LOGO:**

Circles, Agency name, USAID,  
Stars: USAID Blue  
Bars: USAID Red  
Handclasp: 100% Black

**BRANDMARK:**

US and tagline: USAID Blue  
AID: USAID Red

### TWO-COLOR IDENTITY, HORIZONTAL AND VERTICAL



**LOGO:**

Circles, Agency name, USAID,  
Stars: USAID Blue  
Bars: USAID Red  
Handclasp: USAID Blue

**BRANDMARK:**

US, tagline: USAID Blue  
AID: USAID Red

### BLACK-ONLY IDENTITY, HORIZONTAL AND VERTICAL



**LOGO:**

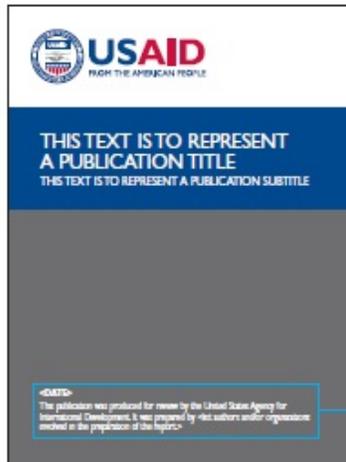
All: 100% Process Black

**BRANDMARK:**

US and tagline: 100% Process  
Black  
AID: 60% Process Black

**Source:** USAID Website – USAID Graphic Standards Manual: [WWW.US Aid.Gov/Branding](http://WWW.US Aid.Gov/Branding)

TEMPLATE: USAID Branding — Reports



**COVER OF NON-USAID AUTHORED, EDITED, OR REVIEWED REPORT**

All publications—including reports, studies, and papers—funded by USAID must follow the brand standards outlined in Section 7.

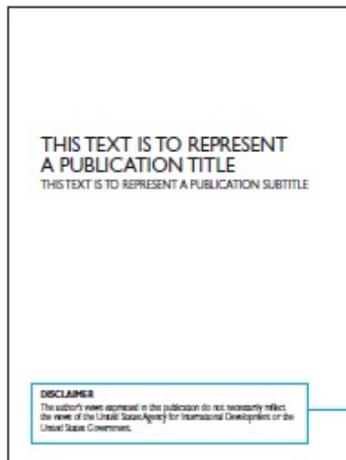
Publications authored by contractors or other non-USAID employees must state on the cover at the bottom:

<DATE>

This publication was produced for review by the United States Agency for International Development. It was prepared by <list authors and/or organizations involved in the preparation of the report.>

<DATE>

This publication was produced for review by the United States Agency for International Development. It was prepared by <list authors and/or organizations involved in the preparation of the report.>



**TITLE PAGE**

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Source: USAID Website – USAID Graphic Standards Manual: [WWW.USAID.Gov/Branding](http://WWW.USAID.Gov/Branding)

JEDCO Identity: Single Language

Single language, English



Single language, Arabic



JEDCO Identity: Bilingual/English and Arabic Directions

Bilingual, English direction



Bilingual, Arabic direction



## JEDCO Identity: Color Options and Typography

**Vista Sans Light**

abcdefghijklmnopqrstuvxyz  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 0123456789

**Vista Sans Regular**

abcdefghijklmnopqrstuvxyz  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 0123456789

**Vista Sans Bold**

abcdefghijklmnopqrstuvxyz  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 0123456789

**GE SS Two Light**

أبجد هوز حطي كلمن سعفص  
 قرشت ثخذ ضظع  
 ٠١٢٣٤٥٦٧٨٩

**GE SS Two Medium**

أبجد هوز حطي كلمن سعفص  
 قرشت ثخذ ضظع  
 ٠١٢٣٤٥٦٧٨٩

**GE SS Two Bold**

أبجد هوز حطي كلمن سعفص  
 قرشت ثخذ ضظع  
 ٠١٢٣٤٥٦٧٨٩