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AFGHANISTAN

KABUL CITY INITIATIVE (KCI)

Branding and Marking Plan

January 31, 2013

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ACRONYMS AND ABBREVIATIONS

CLIN	Contract Line Item Number
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officers Representative
DCOP	Deputy Chief of Party
DG	Director General
DM	Deputy Mayor
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geospatial Information System
ICT	Information, Communication and Technology
KCI	Kabul City Initiative
KM	Kabul Municipality
LTTA	Long Term Technical Assistance
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MMCIP	Municipal Management and Capacity Building Implementation Plan
PMP	Performance Monitoring Plan
RFA	Request for Approval
STTA	Short Term Technical Assistance
SOW	Scope of Work
TOR	Terms of Reference
USACE	U.S. Army Corps of Engineers
USFOR-A	United States Forces in Afghanistan
USAID	United States Agency for International Development

PREFACE

The Kabul City Initiative (KCI) supports the Kabul Municipality (KM) and its Mayor to:

- 1) increase the capacity of city staff to manage the city's resources and services and to promote citizen participation in determining service delivery objectives;
- 2) assist KM to markedly improve the level and quality of services provided; and,
- 3) enhance KM's ability to generate its own revenue to fund increased levels of services.

KCI's overarching objective is to facilitate the development of Kabul Municipality's capacity to ensure that its citizens will experience consistently improving services provided by a steadily improving city workforce and modern management systems. It is anticipated that the public will credit the Kabul administration with the improvements, become more supportive of Kabul government, and, therefore, be more likely to take an active role in improving the urban environment and contributing to an expanded, locally derived revenue base.

The Kabul Municipality is a unique government entity in Afghanistan consisting of a central administration and 22 administrative districts. KCI's Afghan government counterpart is the Kabul Municipality led by the Mayor who serves at ministerial rank as a presidential appointee. Kabul with an estimated quarter of Afghanistan's population accounts for approximately fifty per cent of its GDP. KCI has embedded its project leadership and over half of its staff with the Mayor and his deputies at the Kabul Municipality, in all of the operating departments and with outreach to each of the 22 districts.

1.0 INTRODUCTION

Tetra Tech ARD is cognizant of the importance of complying with ADS 320 and effectively implementing branding and marking requirements for USAID contracts. We appreciate the importance of fully integrating America's foreign assistance programs into the United States' National Security Strategy. This integration reinforces the third pillar, “development” or so-called “third-D” complementing diplomacy and defense, to more fully identify foreign assistance in the host country as being provided "From the American People." Tetra Tech ARD is committed to working with USAID to retain its identity as America's "good news story" and making our foreign assistance efforts more visible and better known in the countries where we work. Ensuring visibility is the purpose of branding and marking.

Tetra Tech ARD is aware that the Public Affairs Specialist and the Office of Communications in the USAID/Afghanistan Mission will play a central role in defining and clarifying our communications strategy and most effectively communicating our materials and messages to USAID/Afghanistan, the U.S. Embassy, the Government of the Islamic Republic of Afghanistan, media operations (print, television, internet, radio), the general public, and other stakeholders. Tetra Tech ARD is committed and poised to implement the USAID Branding Strategy in all aspects of operation of the Kabul City Initiative (KCI) Project.

2.0 BRANDING STRATEGY

The Branding Strategy sets the policies for the Branding Implementation Plan (BIP) and the Marking Plan (MP). The Branding Strategy accomplishes the following:

- Establishes KCI as the project name;
- Ensures that outside Afghanistan, primary credit for project results are attributed to USAID and/or KCI and its implementing partners;
- Ensures that within Afghanistan, credit will be shared with the appropriate entities of the Government of the Islamic Republic of Afghanistan (GIROA);
- Allows co-branding with counterpart institutions or other partners; and
- Allows sole credit to be given to counterpart organizations or institutions as recommended by Tetra Tech ARD.

Tetra Tech ARD's Chief of Party (COP) will have ultimate responsibility for implementing the BIP and MP. As part of his orientation to Tetra Tech ARD's policies, resources, and procedures, the COP will receive information regarding mandatory branding and marking requirements and be provided access to relevant USAID templates. Tetra Tech ARD will require the COP to read and understand USAID's Graphic Standards Manual.

Tetra Tech ARD will fully comply with USAID/Afghanistan's branding and marking requirements except where waivers have been specifically granted. To comply with the requirements, the Tetra Tech ARD KCI team will:

- Use English, Dari, and/or Pashtu languages in all public communications concerning the project, including but not limited to exterior signs, press releases, and public announcements;
- Ensure that the name **Kabul City Initiative** or the acronym **KCI** is always used;
- Ensure that project activities are branded as “From the American People” and jointly sponsored by USAID and the GIRoA;
- Ensure appropriate distribution of materials and communications to allow project beneficiaries to know that USAID is funding activities; and
- Ensure that organizations other than USAID that are involved in an activity and approved by USAID will be properly acknowledged for their contribution of funding or other resources.

Tetra Tech ARD will ensure compliance with USAID's policy that programs, projects, activities, public communications, and commodities implemented or delivered under contracts and subcontracts exclusively funded by USAID are marked exclusively with the USAID Identity. ARD will consult with the Contracting Officer's Representative (COR) if shared marking may be appropriate for any reason. Tetra Tech ARD will not mark corporate identities or logos on USAID-funded project materials and communications unless specified in the USAID Graphic Standards Manual or approved in advance by the COR.

3.0 BRANDING IMPLEMENTATION PLAN

Tetra Tech ARD's Branding Implementation Plan (BIP) for KCI describes how Tetra Tech ARD will implement the Branding Strategy ensuring that communications and outreach activities will be appropriate for the target audience in Afghanistan and in the United States. It is anticipated that KCI will be considered a relatively high profile project. As such, the BIP describes how KCI will be promoted to prospective beneficiaries and cooperating-country citizens. This Plan outlines the events, tools, milestones and materials to be organized and produced to assist USAID in delivering the message that assistance provided under KCI is “From the American People” and proposes times when sole credit to the host counterpart or no branding may be appropriate.

3.1 TARGET AUDIENCE

Key to implementing this branding plan is understanding the target audiences. Only by characterizing the target audience can appropriate communication vehicles and channels be

selected and communication products developed. The principal target audiences for communications related to KCI are:

U.S. Government/Coalition and General Public:

- KCI staff
- KCI subcontracting partners
- USAID field and mission staff
- Other Afghanistan-based U.S. Government agency field offices
- U.S. Military
- International donors and private sector entities
- International media
- Washington D.C.-based U.S. Government officials

Afghan Government and General Public:

- KCI staff
- KCI implementing partners
- Kabul Municipality staff
- Civil society groups
- Local media
- Private sector contractors and service providers
- Kabul general public, particularly women and youth

3.2 COMMUNICATION TOOLS

Tetra Tech ARD intends to publicize KCI in Afghanistan through a variety of communication tools supportive of project technical areas and its overall objectives, including:

- Informational pamphlets, brochures, and publications;
- Educational, communication, and awareness-raising materials;
- Media announcements, invitations, publications, and advertisements; and
- Project signs and labels where posting does not increase the security risk of beneficiaries.

3.3 KEY EVENTS AND MILESTONES

The key events and milestones that Tetra Tech ARD anticipates highlighting to generate awareness that KCI activities are supported by resources “From the American People” include the following:

- Workshops, seminars, study tours and participatory stakeholder sessions;
- Completion of particularly high profile subprojects;
- Successful collaborations with the Kabul Municipality;
- Publishing of survey results, significant reports, or findings from studies;
- Regularly-produced USAID success stories;
- Placing articles and press releases in the local media;
- Showcasing project-related pictures and posters; and
- Communicating KCI impacts and overall results in open forums.

3.0 MARKING PLAN

Tetra Tech ARD’s Marking Plan (MP) enumerates the public communications, commodities, program materials, and other items that will be marked with the USAID Identity under KCI. Tetra Tech ARD will ensure compliance with USAID’s policy that programs, projects, activities, public communications, and commodities implemented or delivered under contracts and subcontracts exclusively funded by USAID are marked exclusively with the USAID Identity.

Tetra Tech ARD is aware that currently USAID/Afghanistan wishes to promote the Government of the Islamic Republic of Afghanistan’s credibility and capacity by attributing program credit and achievements to government agencies. This aspect of “Afghanization” presents the greatest opportunity for sustainability when USAID projects are completed. We understand that in some cases, the Branding Strategy allows co-branding with counterpart institutions or other such partners, and we will consult with the USAID COR on a case-by-case basis to determine if shared markings are appropriate. Tetra Tech ARD will not mark corporate identities or logos on USAID-funded materials or communications unless specified in the USAID Graphic Standards Manual or approved in advance by the COR.

4.1 MARKING GUIDELINES

Tetra Tech ARD will ensure that commodities, activities, communication tools, publications, and events receive maximum and appropriate marking. Tetra Tech ARD understands that markings may need to be prepared in English, Dari and/or Pashtu languages. All contract deliverables will be marked with the USAID Identity and in accordance with design guidance for color, type, and layout in the Graphic Standards Manual. Specific marking will be conducted as follows:

- *Project Presentations and Reports:* Project presentations and reports will not use the contractor's logo, but will acknowledge that the document was prepared for USAID/Afghanistan by Tetra Tech ARD, Inc. and subcontractors as appropriate to their contribution;
- *Public Print Communications:* Public communications that are print products will prominently display the USAID Identity;
- *Public Multimedia Communications:* Public communications that are audio, visual, or electronic will prominently display the USAID Identity;
- *Events:* Events will prominently display the USAID Identity; and
- *Construction:* Infrastructure improvements will prominently display the USAID Identity on signs and labels.

Tetra Tech ARD is aware of, and will facilitate, USAID's right to request preproduction review of public communications and program materials for compliance with USAID graphic standards and the approved Marking Plan. We are also prepared to discuss and identify with USAID/Afghanistan any appropriate requests for exceptions to marking requirements per ADS 320.3.2.5.

4.2 COMMODITIES AND EQUIPMENT MARKING

Commodities or equipment acquired by the project and funded by USAID - including items purchased under subcontracts - will prominently display the USAID Identity. The expected commodities and equipment to be purchased and marked under the contract includes, but is not limited to:

- Office equipment such as computers, printers, photocopiers, scanners, field monitoring equipment, fax machines, furniture, and IT equipment; and
- Equipment, tools, supplies, and appropriate materials used for construction.

4.3 PROGRAM AND ACTIVITY MARKING

Tetra Tech ARD has reviewed the ADS 320.3.2.4(b) requirement regarding marking of visible infrastructure projects. During infrastructure construction, KCI will prominently display the USAID Identity on temporary signs except in cases where waivers have been approved by USAID as described in Section 4.7. After construction, the USAID Identity will be displayed on permanent, durable and visible signs or plaques on all infrastructure constructed under KCI.

4.4 PUBLIC PRINT COMMUNICATION, MULTI-MEDIA AND EVENT MARKING

Public communications that are print products will prominently display the USAID Identity according to ADS 320.3.2.4(c). Public communications that are audio, visual, or electronic will prominently display the USAID Identity according to ADS 320.3.2.4(d). Events will prominently display the USAID Identity according to ADS 320.3.2.4(f). ARD will adhere to these Directives. The language that will be used will be English, Dari and/or Pashtu, depending

on circumstances. The following table summarizes the kind of marking needs that ARD anticipates on KCI:

KCI Anticipated Marking Opportunities

Print Communications	
<ul style="list-style-type: none"> ◆ Press releases ◆ Success stories ◆ Advertisements ◆ Fact sheets 	<ul style="list-style-type: none"> ◆ Posters ◆ Banners or signs ◆ Brochures and leaflets ◆ Training manuals, workbooks, and guides
Multi-media Communications	
<ul style="list-style-type: none"> ◆ www.usaid.gov ◆ Tetra Tech ARD website ◆ YouTube postings 	<ul style="list-style-type: none"> ◆ PowerPoint presentations ◆ Radio advertisements and messages ◆ Electronic mail
Events	
<ul style="list-style-type: none"> ◆ Briefings ◆ Press conferences ◆ Inaugurations 	<ul style="list-style-type: none"> ◆ Workshops ◆ Trainings ◆ Study tours
Activity Support or Promotional Materials	
<ul style="list-style-type: none"> ◆ Sidewalk Projects ◆ Park Construction 	<ul style="list-style-type: none"> ◆ Road and Canal Improvements ◆ Facility Improvements

4.5 SUBCONTRACT ACTIVITY MARKING

Tetra Tech ARD is aware of its responsibility to include marking requirements in subcontracts awarded under KCI. All awarded subcontracts, Memoranda of Understanding (MOUs), and related documents will be marked according to ADS 320.3.2.4.

4.6 CONTENT PROVISION AND RIGHT OF REVIEW

Studies, reports, publications, Web sites, and all informational and promotional products prepared by KCI staff, subcontractors, or consultants and not authored, reviewed, or edited by USAID will contain a provision substantially as follows:

“This study/report/Web site (specify) is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this (specify) are the sole responsibility of Tetra Tech ARD and do not necessarily reflect the views of USAID or the United States Government.”

ARD is aware and will facilitate USAID’s right to request preproduction review of public communications and program materials for compliance with USAID graphic standards and the approved Marking Plan.

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