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**AFGHANISTAN**

# Regional Agricultural Development Program - South (RADP-S) Branding Implementation & Marking Plan

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Contract Number: 306-C-13-00018

## **DISCLAIMER**

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# 1. Introduction

## A. Objective

Consistent with ADS chapter 320.3.2, this Branding Implementation and Marking Plan describes how the assistance provided through the USAID Regional Agricultural Development Program – South (RADP-S) will be promoted to beneficiaries and host country citizens. The plan also aims to respect and respond to Afghanistan’s evolving political, safety and security challenges while ensuring the safety and security of program beneficiaries and implementers. The political and security environment in southern Afghanistan requires a sensitive branding strategy. This will limit exposure to risk while also increasing host country ownership over project activities. The RADP-S branding implementation and marking strategy assumes that all exceptions described in the Branding Implementation and Marking Plan below will be applied based on approval from USAID.

The Regional Agricultural Development Program – South (RADP-S) aims to improve food and economic security for rural Afghans in Kandahar, Helmand, Zabul, and Urzugan provinces. The focus will be on improving the productivity and profitability for targeted value chains selected from the wheat, high-value crop, and livestock sectors. This sustainable agricultural development program will support the consolidation of licit economies to fuel economic growth, including providing alternatives to poppy cultivation. RADP-S will achieve this objective through a longer-term agricultural value chain approach designed to address sustainability as well as by supporting policy, legal, and regulatory development.

## B. Branding and Marking Policy

The RADP-S Branding Implementation Plan will apply the USAID branding strategy. Marking shall comply with the USAID “Graphic Standards Manual” available at [www.usaid.gov/branding](http://www.usaid.gov/branding), or any successor branding policy. The policy will comply with ADS 320.3.2 – a “Branding and Marking in USAID Direct Contracting”.

## 2. Branding Implementation Plan (BIP)

This BIP outlines how the USAID/Afghanistan RADP-S project will work together with USAID and other key stakeholders to:

- Convey USAID support in a manner consistent with USAID branding requirements. The central message is “this assistance is from the American people.” USAID Brand Identity will be the primary brand for program. The USAID identity and the appropriate language tagline will be included in all products, communications and public documents. The language of the USAID brand identity (English, Pashto and Dari) will be determined by the language of the material or outreach product and its intended audience. RADP-S will work with the Contracting Officer's Representative (COR) to ensure that all communications comply with USAID guidelines while considering the safety and security of project staff, local partners, and beneficiaries, and the project emphasis on promoting agricultural-sector development. We have identified some instances where we anticipate exceptions to USAID branding and marking requirements and those are outlined in Section C below.
- Publicize project successes broadly. RADP-S will publicize successes as appropriate and consistent with security concerns. It is expected that demonstrated success will encourage new beneficiaries, partners and other stakeholders to participate in project activities.

Implementation of this plan will be overseen and monitored by the RADP-S Communications Team Leader who reports to the Chief of Party.

### A. Branding Strategy

Per ADS 320.3.2.1, we have included the following in our Branding Implementation Plan, as outlined in the Mission’s Branding Strategy:

- Project Name: The official name for the project is the Regional Agricultural Development Program - South (RADP-S).
- Project Name in Pashto: سهیل - د د ک رهڼې یزې په راڅ نیا حوزوي په روگ رام
- Project Name in Dari: جنوب - په روگ رام حوزوی اند کشف زراء تی
- Positioning of Materials and Communications: The project will incorporate the message that the assistance is from the American people, jointly sponsored by USAID and the Government of the Islamic Republic of Afghanistan (GIROA). This positioning will help demonstrate the leadership role the GIROA and emphasize the role of the American people. When/where warranted, written material should be translated into Pashto and Dari.
- The desired level of visibility: In cases of secure, indoor Kabul locations, the USAID identity must be prominently displayed on commodities or equipment; printed, audio,

visual or electronic public communications; studies, reports, publications, web sites, and all promotional and informational products; and events. Due to heightened security risk in the south, the USAID identity will not be displayed when aforementioned materials , activities and/or equipment are located in the project’s target provinces. In addition to significant security concerns, the project must maintain a low profile to build, facilitate and GIRoA ownership over project activities and initiatives.

- Other organizations to be acknowledged: RADP-S will engage in discussions with USAID, MAIL, and other GIRoA counterparts on an individual basis to determine the appropriate level of acknowledgment of their involvement in discrete activities.
- Authorities: The project COR will be the primary point of contact for all branding issues. The COR will be provided with sufficient information to monitor the project’s compliance with the branding regulations. All subcontractors and grantees will use the same Branding Implementation Plan as the prime contractor. Requests for exceptions or modifications to the Branding Implementation Plan will be directed to the CO through the project COR. Any request for a waiver of branding requirements, not included herewith, which may be issued based upon compelling safety, security or political concerns, or if branding has had or will have an adverse reaction in Afghanistan, will be directed to the USAID Mission Director through the COR.

This BIP covers all ongoing and planned RADP-S activities. However, the project will work with USAID to revise and update the document from time to time to reflect changing conditions in the country.

## **B. Brand Visibility**

In implementing the project, we will ensure a high level of USAID visibility appropriate to the context of each activity, such as situations where an audience needs to grasp the extent of aid provided by the American people. For example, workshops or training held in secured environments will highlight USAID’s role and assist with the dissemination of findings to larger audiences.

In southern Afghanistan local staff or partners face heightened levels of risk due to collaboration with U.S. government entities. Since outdoor RADP-S activities are going to be conducted at the district-level in Kandahar, Helmand, Zabul and Uruzgan provinces, use of any markings that imply association with USG will most likely hinder project activities and endanger the lives of project personnel and of its key implementing partners (KIPs). We therefore request that all RADP-S activities conducted outside of Kabul be granted a blanket waiver with regards to the use of USAID branding and marking requirements (see attached blanket waiver request).

Consistent with ADS 320.3.2.5 (a) and (c), procurements or technical assistance provided to the GIRoA will be unmarked on a case-by-case basis where appropriate and with the express

concurrence of the COR/AOR and contracting officer. The reason is that RADP-S has determined that much of the materials published for and with the GIRoA are designed to advocate public policy and reforms, the independence of which may be compromised by USAID branding. Similarly, USAID branding could significantly undercut government “ownership” as proposed public policy changes and reforms are better positioned as “by” or “from” the cooperating country government.

### **C. Brand Positioning**

This project is entirely funded by USAID, but some of the activities may be co-funded as established by a memorandum of understanding or similar document. For such co-funded activities, we will follow ADS 320.3.4.1 “Programs, Projects, or Activities Funded through Agreements between Participating U.S. Government Agencies or Other Donors and USAID.”

- On branded materials, the USAID identity will be displayed on the far left, the GIRoA or Afghan identity in the center, and the logo of the co-sponsored partner on the far right. The positioning of these logos will be standard across English, Pashto, and Dari materials.
- The USAID identity will always be equal in size to any accompanying identity.
- Other donor identities will be positioned to the right of the USAID and the GIRoA identities for English, Dari and Pashto materials.
- The USAID identity will express “From the American People” in Dari and Pashto on publications that are developed only in Dari and in Pashto on publications that are developed only in Pashto.

The Chemonics’ corporate identity or logo (or those of its subcontractors) will not be used on any USAID-funded project materials. There will only be co-branding when the costs of activities have been shared. When the project absorbs all of the costs, then branding guidelines will follow ADS 320.3.2 “Exclusive Branding,” which does not allow any other logos to be placed alongside that of USAID’s (except for the host country government). Exceptions to this are stipulated in the tables of Section 3.

### **D. Grantees and Subcontractors**

#### **D.1 Grants**

For grantees, guidelines for co-branding will be set forth in the branding strategy developed as part of each grant agreement. Prior to the final award of a grant, the grant recipient will submit a branding and marking plan and Chemonics will ensure that it is consistent with the contract’s approved Branding and Marking Plan. Consistent with ADS 320.3.2.4.g “Grants under Contracts,” the project will adhere to the guidelines set forth in AAPD 05-11 “Marking under

Assistance Instruments.” Grantees that have their own logo or identity will be invited to co-brand or co-mark infrastructure, equipment, and/or printed materials.

In accordance with 22 CFR 226.91, this policy applies to assistance awards even when the award does not require any cost sharing (see ADS 303.3.10). This co-branding is important for fostering ownership of infrastructure, equipment, or other inputs by beneficiaries. For each grantee, the guidelines for co-branding are set forth in the branding plan developed as part of the grant agreement.

## **D.2 Subcontracts**

All subcontractors will follow the prime contractor’s approved Branding Implementation Plan (BIP) and Marking Plan and not mark any product or deliverable with their own brand or identity.

The subcontractor/grantee will be responsible for complying with the marking plan approved in conjunction with their subcontract/grant agreement. Failure to comply with the marking plan may result in funds being withheld. Although the RADP-S Communications Team Leader offers guidance on requirements, implementers are responsible for documenting compliance by taking and submitting photographs upon completion of activities or procured goods.

To verify compliance with USAID requirements, RADP-S staff from the Communications and Outreach Department may conduct periodic field visits to subcontractors/grantees and any other entity that has agreed to comply with RADP-S’ branding and marking plan.

## **E. Key Audience and Messages**

### **E.1 Key Audiences**

RADP-S has several distinct audiences and different communications objectives. The project’s primary and secondary audiences include:

#### **E.1.2 Primary audiences.**

- Afghan farmers, agribusinesses, rural community members of RADP-S target districts
- Government institutions and agencies engaged in the agricultural sector such as the Ministry of Agriculture, Irrigation & Livestock (MAIL) and related Directorates of Agriculture, Irrigation, and Livestock (DAILs)
- Entrepreneurs and individuals interested in horticulture and value chain activities – to make them aware of opportunities for engagement in relevant ventures.

#### **E.1.3 Secondary audiences.**

- USAID counterpart projects in the portfolio – to ensure coordination, capitalize on synergies, avoid duplication of effort, and demonstrate program results that can be

used as a basis of achievement and best practices for other USAID programs operating in similar environments.

- USAID and other USG personnel – to keep them informed of progress under RADP-S, provide success stories, document results and impact, and share lessons learned.
- The public of the United States of America – to demonstrate that RADP-S’ activities show the good will of the American people towards Afghanistan and to display that USAID is breaking ground in developing approaches to achieve positive development results in conflict zones.

## **E.2 Key Messages**

RADP-S will communicate the following key messages to our primary and secondary audiences:

### **E.2.1 Primary message.**

“The Regional Agricultural Development Program – South (RADP-S) aims to improve food and economic security for rural Afghans in Kandahar, Helmand, Zabul, and Urzugan provinces. The focus will be on improving the productivity and profitability for targeted value chains selected from the wheat, high-value crop, and livestock sectors. This sustainable agricultural development program will support the consolidation of licit economies to fuel economic growth, including providing alternatives to poppy cultivation. RADP-S will achieve this objective through a longer-term agricultural value chain approach designed to address sustainability as well as by supporting policy, legal, and regulatory development.”

### **E.2.2 Key messages.**

- “As USAID Afghanistan shifts from stabilization efforts to longer term development strategies, RADP-S is paving the way to greater, more inclusive, and sustainable economic growth for rural Afghans.”
- “In order to improve food and economic security, RADP-S strengthens the capacity of farmers, associations, and agribusinesses to respond to market demands, while also facilitating lasting market linkages between value chain actors.”
- “RADP-S supports a policy environment which enables the private sector to thrive.”

## **F. Program Communications and Publicity**

In accordance with ADS 320, this section describes the communications tools to be used to publicize the project and incorporate the message, “This assistance is from the American people.”

### **F.1 Printed Materials**

The following printed materials will be developed and used as part of project communications:

- Monthly, quarterly, and annual reports: For reporting project progress and milestones to USAID. These will be completed in full compliance with USAID branding requirements. The abbreviated versions of the monthly, quarterly and annual reports – translated into local languages for sharing with GIRoA – will be in full compliance with USAID branding.
- Snapshots, Case Studies, First Person, Photo & Caption, and Before & After: To facilitate general understanding of the project by USAID internal audiences as well as USAID stakeholders, success stories will be provided on a regular basis. These success stories are crucial for demonstrating “people-level impact” and will be in full compliance with USAID branding requirements.
- Research results and case studies: For circulation to USAID representatives, other USAID funded programs and GIRoA, as needed. These will be completed in full compliance with USAID branding requirements.
- Folders, brochures, leaflets, PowerPoint presentations, posters, other promotional materials: Branding of promotional materials distributed in Kabul will maintain full compliance with USAID branding requirements. Branding of these materials at the provincial and district level will not display the USAID logo due to the significantly heightened risk of operating U.S. Government programs in Southern Afghanistan as well as the need to promote our local key implementing partners as the face of this project.
- Training and extension materials: Training and extension materials will not be branded with the USAID logo due to the heightened risk of operating U.S. Government programs in Southern Afghanistan as well as the need to promote our local key implementing partners as the face of this project.
- Banners and signage: Banners and signage in Kabul will maintain full compliance with USAID branding requirements. Banners and signage outside of Kabul will not carry USAID or RADP-S branding due to the heightened risk of operating U.S. Government programs in Southern Afghanistan as well as the need to promote our local key implementing partners as the face of this project.
- Press releases, fact sheets, and media advisories: These will be completed in full compliance with USAID branding requirements

In general, these materials will include USAID branding except in areas where blanket waiver has been granted to the project, which in general pertains to all public activities outside of Kabul.

## **F.2 Electronic Media**

When security conditions permit, a USAID-branded signoff will be included at the end of paid radio or television programs. For example, “The United States Agency for International Development helps Afghanistan in the development of the nation’s agricultural sector to drive sustainable job creation and economic growth. Funding for this is courtesy of the American people who support the people of Afghanistan in building a prosperous future.” Radio activities in the southern target districts and provinces will not feature the USAID-branded signoff due to heightened security risk.

## **F.3 Public Events**

Where security conditions permit, public events are an important tool to generate positive press coverage and increase awareness of project impacts. Furthermore, public events provide beneficiaries with an opportunity to speak about the impact of USAID assistance, as well as to be recognized for their contributions. This recognition is important for fostering local ownership of results.

Public events may include inaugurations or site visits to successful project activities. Branded banners will be displayed in strategic places for anticipated photo opportunities. Branded print materials about the project will also be distributed. Events outside of Kabul will not feature the USAID brand due to security risks.

## **F.4 Media Relations**

All project contact with the media (print, broadcast, and electronic) will be coordinated via the RADP-S COR. RADP-S should generally have very little direct contact with the media. RADP-S will provide information to USAID to facilitate its public communications activities. Upon request, RADP-S will do the following:

- Provide talking points and scene-setters for presentations made by the USAID Mission Director, U.S. Ambassador, or other U.S. Government officials regarding the RADP-S project.
- Assist USAID in developing press releases and inviting members of the press to important newsworthy events.
- Identify beneficiaries to give testimonials.
- Produce explanatory or promotional videos.

In general, project personnel will not act as spokespeople or provide interviews unless specifically directed to do so by USAID. All press releases will be submitted to the COR for coordination with relevant USAID departments.

## F.5 Seminars and Training

Seminars and trainings sponsored or conducted by RADP-S in Kabul will display the USAID identity at the seminar location, provided that venue is in an indoor secure location. All materials produced for seminars or trainings in Kabul will also include the USAID identity, including training certificates. Those seminars and trainings which take place outside of Kabul will not include the USAID identity due to security risks.

RADP-S will take advantage of the following opportunities to convey the message that “This assistance is from the American people”:

- Launch events for major project initiatives which take place in Kabul, such as project launch or initiation of certain agricultural value chain activities
- Training events for agricultural sector value chain entrepreneurs, private sector partners, and government counterparts which take place in Kabul
- Dissemination of RADP-S knowledge products, such as assessments of needed legal reforms and plans for the sustainability of the agricultural sector

Message delivery vehicles will include as appropriate:

- Participant materials for workshops, conferences, training, and other events
- Media releases, press conferences, and electronic media PSAs
- Publicity campaigns for important RADP-S initiatives, when security conditions permit (i.e. in Kabul)
- Telling our Story articles and other materials for use by USAID
- Video productions

## G. Acknowledgements

This project is entirely funded by USAID, but some of the activities may be co-funded such as through a memorandum of understanding (MoU) or similar document. The Government of the Islamic Republic of Afghanistan (GIROA) is the foundation of this project; its commitment and contributions in the form of personnel time, meeting space, and commodities, are essential for a successful program. The branding and marking plan will acknowledge the leadership of relevant entities in the development and use of products and services supported through this project.

To reflect the partnership with GIROA, co-sponsored events and materials will include the relevant ministry/institution logo and/or mention them by name. For logo placement, the government logo will be placed in the upper right of products. If multiple donors fund an activity,

the government logo will be placed in the middle of the product, between the USAID and other donor logos.

Co-branding with private sector organizations, civil society, and other donor organizations may occur during the project. The guidelines for co-branding will be followed and exceptions will be subject to COR approval. The logo of the co-sponsored partner will be displayed on the upper right.

RADP-S will provide the following acknowledgement strategy:

- USAID Acknowledgement: Any USAID-sponsored documents such as external RADP-S project publications, internal publications (quarterly reports, other USAID required reports) shall state, "This publication was produced by Chemonics International Inc., for review by the United States Agency for International Development. The authors view expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government." Certain exceptions will be made for the appropriateness of the acknowledgement as stipulated in ADS 320.3.2.5.
- Branding of GIROA (Cooperating-Country Government): USAID branding guidelines will be followed as prescribed in ADS 320 and the USAID Graphic Standards Manual.

## **H. Administrative Communication and Business Cards**

In accordance with ADS 320.3.1.5, the project will not use the USAID identity on administrative communications. Examples of administrative communications include:

- Correspondence with the cooperating government concerning contractor compliance with local law, such as the administration of tax, customs, or other provisions
- Communications related to award administration, such as hiring/firing staff or renting office space and/or equipment
- Solicitations for personnel, subcontractors, or other proposals
- Staff business cards and e-mail signatures

The RADP-S project will use its own letterhead for all administrative communications including, but not limited to, business cards and electronic signatures.

## **I. Closeout and Record Keeping**

During project implementation, communications materials will be included with RADP-S project files and copies of materials will be available for the USAID COR. After the project closes, any USAID-funded buildings and equipment will retain their signage.



### 3. Marking Plan

The purpose of this marking plan is to describe the public communications, commodities, program materials, and other items that will visibly bear or will be marked with USAID Standard Graphic Identity. Table 1 provides a list of items governed by RADP-S Marking Plan. The items are coded to reflect the marking of each item. Marking codes are as follows: M = Marked; U=Unmarked. Explanations are provided for unmarked items. If an existing blanket waiver does not cover the some of the line items, we seek an exception per ADS 320.3.2.5 per some of the unmarked items “U” below as noted in the adjacent explanation column.

Any materials that are not anticipated below, but are produced under the initiative, will also be subject to branding guidelines and CO approval, as appropriate. Please note that marking is not required on items used as part of the administration of the contract, such as stationery products, vehicles, equipment, and offices. The goal is to mark programs and projects, and not implementing partners. Thus, letterhead, name tags, business cards, office space, equipment, and supplies are not subject to branding.

Every contract deliverable that is marked with the USAID identity for the RADP-S South project will follow design guidance for color, type, and layout in the *Graphic Standards Manual* as related to equipment, reports and studies). The USAID| Afghanistan identity will be used for programmatic correspondence.

## A. Synopsis of Items Affected by USAID Branding & Marking Regulations Keeping

**Table 1.1 RADP-S Direct Funded Inventory.**

<i>Description</i>	<i>Type of USAID Marking Required by ADS 320</i>	<i>Current Status of Marking</i>	<i>Marking Code</i>	<i>Explanation</i>
Equipment procured directly by the project solely for project use	USAID ownership is recognized through inventory stickers or other markings (if co-sponsored, will be co-branded). Please see Section 2(A) for specific information	Marked with USAID identity per ADS 320	M	
Project vehicles used solely for the administration of the project	No USAID Marking required	Not marked	U	In keeping with ADS 320.3.1.5 and ADS 320.3.1.6, these products are not marked with the USAID identity.
Equipment and/or commodities provided to NGOs or private sector	USAID ownership is recognized through inventory stickers or other markings (if co-sponsored, will be co-branded). Please see Section 2(A) for specific information	Marked with USAID identity per ADS 320	M (KBL); U (South)	Due to heightened security risks, all equipment and commodities located in the target provinces will not prominently feature the USAID identity
Equipment provided to government entities	USAID ownership is recognized through inventory stickers or other markings (if co-sponsored, will be co-branded). Please see Section 2(A) for specific information	Marked with USAID identity per ADS 320	M	

**Table 1.2 RADP-S Administrative Activities.**

<i>Description</i>	<i>Type of USAID Marking Required by ADS 320</i>	<i>Current Status of Marking</i>	<i>Marking Code</i>	<i>Explanation</i>
Stationery products – administrative	No USAID Marking required	Not marked	U	In not marked keeping with ADS 320.3.1.5 and ADS 320.3.1.6, these products are not marked with the USAID identity.
Business cards	No USAID Marking required	Not marked	U	In keeping with ADS 320.3.1.5 and ADS 320.3.1.6, these products are not marked with the USAID identity. USAID Contractor may be present in the cards.
Office signs	No USAID Marking required	Not marked	U	In keeping with ADS 320.3.1.5 and ADS 320.3.1.6, these products are not marked with the USAID identity.
Website	Should RADP-S decide to develop a website or social media page(s), the USAID identity will be displayed (if co-sponsored, it will be co-branded).	Marked with USAID identity per ADS 320	M	
Project reporting deliverables	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M	
Stationery products – project related	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M	

**Table 1.3 RADP-S Technical Activities.**

<i>Description</i>	<i>Type of USAID Marking Required by ADS 320</i>	<i>Current Status of Marking</i>	<i>Marking Code</i>	<i>Explanation</i>
Technical reports and studies	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M	
Training materials and manuals	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M (KBL); U (South)	Due to heightened security risks, all training materials and manuals disseminated in the target provinces will not feature the USAID identity
PowerPoint presentations	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M (KBL); U (South)	Due to heightened security risks, all PowerPoint presentations delivered in the target provinces will not feature the USAID identity
Conference posters and brochures	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M (KBL); U (South)	Due to heightened security risks, all posters and brochures disseminated in the target provinces will not feature the USAID identity
Videos/advertisements	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M (KBL); U (South)	Due to heightened security risks, all videos, radio ads, and public service announcements in the target provinces will not feature the USAID identity

Other project materials	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M (KBL); U (South)	Due to heightened security risks, all project materials disseminated in the target provinces will not feature the USAID identity
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**Table 1.4 RADP-S Promotional Activities.**

<i>Description</i>	<i>Type of USAID Marking Required by ADS 320</i>	<i>Current Status of Marking</i>	<i>Marking Code</i>	<i>Explanation</i>
Event signs/banners and any other materials	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M U (South)	
Project promotional materials	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M	
Site visit materials	USAID identity (if co-sponsored, will be co-branded). Please see Section F for specific information	Marked with USAID identity per ADS 320	M	

## **B. Exceptions to Contract Marking Requirements**

Consistent with ADS 320.3.2.5 (a) and (c), procurements or technical assistance provided to the GIRoA will be unmarked where appropriate and with the express concurrence of the COR/AOR. Such concurrence would be sought on a case-by-case basis. The reason is that RADP-S has determined that the materials that may be published for and with the GIRoA may serve the purpose of advocating public policy and reforms, the independence of which may be compromised by USAID branding. Similarly, USAID branding could significantly undercut government “ownership” as proposed public policy changes and reforms are better positioned as “by” or “from” the cooperating country government.

Where audiences would react negatively to the USAID identity, visibility will be kept low as indicated in sections A and F of the Brand Implementation Plan. Areas where such a policy will be followed include outdoor locations in the target provinces, i.e. Kandahar, Helmand, Zabul and Uruzgan provinces, where local staff or partners face heightened levels of risk because of collaboration with a U.S. government entity.

Any additional exceptions for items that will not be marked that are not specifically outlined above or below, will be requested as they arise.

## **C. Exceptions to Grantee Marking**

All Grants Activities: Based on specific exceptions outlined in ADS 320.3.2.5., Chemonics requests that grantees be allowed exceptions to or waiver from relevant branding and marking rules while working in the same conditions that warrant marking exemption for the RADP-S staff.

## **D. Waivers**

Should the project encounter a situation that has not been covered = the RADP-S Branding Implementation Plan or ADS 320.3.2.5, the RADP-S project may request a waiver to contract marking requirements as outlined in ADS 320.3.2.6.

## **Annex A: Branding and Marking Guidelines for RADP-S**

USAID Branding and Marking: [www.usaid.gov/branding](http://www.usaid.gov/branding)