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MILLENNIUM
CHALLENGE CORPORATION
UNITED STATES OF AMERICA

MCC ANTICORRUPTION THRESHOLD PROGRAM BRANDING AND MARKING STRATEGY

16 DECEMBER 2008

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MCC ANTICORRUPTION THRESHOLD PROGRAM

BRANDING AND MARKING STRATEGY



A subsidiary of Coffey International, Ltd.

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CONTENTS

- 1. **BRANDING STRATEGY 1**
- 2. **MARKING PLAN 5**
- 3. **REQUEST FOR EXEMPTIONS TO THE BRANDING AND MARKING STRATEGY..... 8**

ANNEX 1: BRANDING AND MARKING INSTRUCTIONS FROM THE TASK ORDER CONTRACT 9

- SECTION D – PACKAGING AND MARKING 9
- SECTION F – DELIVERIES OR PERFORMANCE..... 10
- TASK ORDER CONTRACT – ATTACHMENT 1 10

BRANDING AND MARKING STRATEGY

PURSUANT TO SECTIONS D AND F of the TASK ORDER CONTRACT

Program Name: Millennium Challenge Corporation (MCC) Anticorruption Threshold Program
Contract number: Task Order Contract DFD-I-00-08-0072-00 TASK ORDER 371

I. BRANDING STRATEGY

Objective: To provide the United States Agency for International Development (USAID), the Millennium Challenge Corporation (MCC), Management Systems International (MSI) and its subcontractors with a common document outlining the Branding Implementation Plan and the Marking Plan in order to raise awareness of the United States Government (USG) efforts in Peru and deliver effectively the message that assistance provided under this task order is from the American people.

Positioning: The Millennium Challenge Corporation (MCC) Anticorruption Threshold Program is a new activity that will help the Government of Peru (GOP) combat corruption by improving administrative systems and procedures, strengthening enforcement, and increasing public awareness about corruption. This multi-faceted program reflects Peru's commitment to significantly reduce public corruption within the next two years. This will be accomplished through an ambitious set of interventions developed by the GOP and approved by the MCC. Working through the Judiciary, Ministry of Internal Affairs, Office of the Comptroller, and Office of the Ombudsman, activities will have an impact on creating greater awareness about the problem of corruption while proposing concrete ways to address the issue. The program will target the four government agencies noted above, civil society, the private sector, and the general public. The main message will be that the MCC and USAID are contributing to the GOP's efforts to combat corruption by making government institutions more transparent and accountable.

Public Outreach: The Anticorruption Threshold Program will promote the visibility of the partnership between MCC, USAID, and the GOP to reduce corruption by fostering greater citizen awareness, strengthening government internal control and sanction mechanisms, and improving government procedures and processes that allow corruption to flourish.

Counterparts: Key GOP counterparts include the Judiciary, Ministry of Internal Affairs, Office of the Comptroller, and Office of the Ombudsman. The Prime Minister's Office oversees the Anticorruption Threshold Program.

Level of Visibility: For the Anticorruption Threshold Program, the MCC and USAID identities will require a high level of visibility to ensure the audience understands the extent of the aid provided by the American people.

Anticipated elements of marking plan: All deliverables shall be appropriately marked. These include products, equipment, and inputs delivered; locations where program activities are carried out; external public communications, studies, reports, publications, and informative and promotional products; and workshops, conferences, fairs, and any similar event. Disclaimers shall be used with materials funded by MCC/USAID but not fully supported in terms of content. The disclaimer should read: *MCC - USAID will not be held responsible for any or the whole of the contents of this publication.*

Threats and restrictions to the security of the program must be identified and assessed in order to request any necessary exception from the marking requirement in accordance with ADS 320.3.2. USAID and

MCC web pages contain the electronic version of the Graphic Standards Manual that is compulsory for all contractors.

The Project will fully comply with guidance contained in pages 30-35 of the Task Order and applicable USG regulations: USAID's Graphic Standards Manual, 22CFR 226-91-Marking. It will also comply with MCC Standards for Corporate Marking and Branding and Standards for Global Marking (<http://www.mcc.gov/branding/index.php>).

The Project will procure logos from vendors that strictly comply with the graphic standards. In the event local suppliers are not capable to reproduce the logos, the Project will procure from the three authorized vendors as noted on www.usaid.gov/branding/suppliers.html.

Project Name (general)

English version: Millennium Challenge Corporation (MCC) Threshold Program for Peru: Controlling Corruption and Improving Immunization

Spanish version: Corporación del Desafío del Milenio – Programa Umbral Perú: Controlando la Corrupción y Mejorando las Inmunizaciones

Project Name (specific)

English version: Anticorruption Threshold Program

Spanish version: Programa Umbral Anticorrupción

Project Logo

In compliance with MCC Standards for Global Marking, no project logo will be developed.

Co-Branding

For programmatic purposes only, the logos of USAID, MCC and the GOP shall be displayed with equal visibility and prominence. USAID identity shall appear on the top left corner with equal prominence and visibility as the MCC and GOP logos. The appropriate GOP logo will be determined in consultation with GOP officials.



Stationery:

Co – branded (only for programmatic purposes).

Business cards:

For contractors, no logos will be used. The format to be used on business cards appears below:

Spanish version:

Programa Umbral Anticorrupción	
Nombre	
Cargo	
	Información de contacto
Programa de la MCC implementado por USAID	

English version:

Anticorruption Threshold Program	
Name	
Position	
	Contact details
An MCC program implemented by USAID	

Program Communication and Publicity

Primary and secondary audiences for this Project

The objective of the Project is to support the GOP's efforts to combat corruption by improving administrative systems and procedures, strengthening enforcement, and increasing public awareness about corruption. This multi-faceted program reflects Peru's commitment to significantly reduce public corruption within the next two years. This will be accomplished through an ambitious set of interventions developed by the GOP and approved by the MCC. Working through the Judiciary, Ministry of Internal Affairs, Office of the Comptroller, and Office of the Ombudsman, activities will have an impact on creating greater awareness about the problem of corruption while proposing concrete ways to address the issue. The program will target officials and staff of the four government agencies noted above, as well as civil society leaders, the business community, national, regional and local media, and the general public. The primary and secondary audiences will vary in accordance with the specific objectives of each campaign.

Specific target audiences will include the following:

- Youth and women
- Public servants

- Members of the legal community, including judges, court employees and personnel -- as well as defendants and others that appear before the court
- Police Officers

Communication and Project materials to be used to explain and market the Project to beneficiaries

The Project is driven by an aggressive communications strategy that contains a set of specific communications for all 4 government entities. Specific communications activities will be developed in coordination with the Technical Unit, as well as the relevant GOP partners, and coordinated with the Mission’s Communications Specialist through the Cognizant Technical Officer (CTO). Members of the Technical Unit of the Executive Board can ensure accuracy of messages, fairness in resource use among GOP members, and consistency in themes. The Technical Unit can also act as the final clearing house for the government, guaranteeing that the appropriate GOP messages are being delivered.

Numerous information and education (IEC) campaigns will be undertaken and will include paid and earned media with complementary outreach campaigns that will include leaflets, posters, pamphlets, press releases and so forth.

In addition to these campaigns which are geared to Peruvians, MSI will produce pamphlets, press releases and other materials that explain the Anticorruption Threshold Program to beneficiaries, including but not limited to civil society groups, the media and GOP officials at the Ministry of Interior and so forth. These materials will help to clarify the scope of MCC activities and the partnership approach to activities over the 24-month life of the Project.

Project message

The main message will be that the MCC and USAID are contributing to Peru’s efforts to combat corruption by making government institutions more transparent and accountable. MSI will work with USAID and Threshold Program governmental counterparts to coordinate, enhance and ensure a high level of visibility for Project activities and results.

Public announcement and promotion of the Project host country citizens

Authorized spokespersons from the GOP, in collaboration with authorized USG officials, will publicly announce the Anticorruption Threshold Program through meetings with stakeholders, conducting press conferences and issuing press releases. In addition, MSI will collaborate with USAID on a Project launching event to clearly and comprehensively inform the general public, and specific target audiences, about objectives of the Project and expected results. During the course of the Project implementation, MSI will collaborate with USAID to continue publicizing activities and results through publications in press and broadcasting in electronic media, holding press conferences and press events. In coordination with USAID, MSI will maintain a regularly updated Project website that will include information about the Project, description of the activities, a calendar of events, Project news, documents produced and results achieved. The website will also serve as a forum for public and stakeholder discussion and tool for feedback and ideas. In addition, MSI will coordinate with USAID to produce and widely disseminate Project success stories and beneficiary testimonies. MSI will continue its collaboration with USAID to promote the Project throughout implementation to ensure that the Project gets publicity and visibility for stakeholders and the public. Acknowledgement of the USG (MCC and USAID) sponsorship, message “from the American People”, and the MCC and USAID identity will be incorporated in any promotion activities and documents.

Acknowledgements

Host-country government involvement

The Project will work and coordinate our activities with the GOP as well as with particular governmental institutions. As the Anticorruption Threshold Program is a collaborative effort of the USG and the GOP, we will ensure that the Project properly acknowledges the sponsorship and contribution of the GOP. MSI believes this co-brand approach further strengthens the relationship between USG and the host country beneficiary.

2. MARKING PLAN

The purpose of this Marking Plan is to ensure that the American people are visibly acknowledged for the foreign assistance they provide. It provides details of the public communications, commodities, program materials that will be produced under the Project and which will visibly bear MCC and USAID Identities.

MSI will mark all activities, events, public communications, commodities, reports, papers, publications, audio/visual productions, and websites funded under this contract with the MCC and USAID Identities as it is required by USAID's Graphic Standards Manual, 22CFR 226-91- Marking, and Acquisition & Assistance Policy Directive (AAPD) 05-11 - Marking Under Assistance Instruments; as well as MCC Standards for Corporate Marking and Branding and Standards for Global Marking.

In compliance with MCC requirements, MCC's logo will be displayed equally with USAID's. In addition, the project will encourage co-branding with GOP relevant institutions. To this end, in consultations with USAID, MSI will prominently acknowledge or place GOP logos or country flag when it is necessary and appropriate.

This is the identity that the Project will use to mark its Project deliverables:

The Project will also use the USAID Identity in English and with tagline translated into Spanish as it is required and provided in the USAID's Graphic Standards Manual. Sample of the USAID Identity in grey scale:



In compliance with MCC Standards for Corporate Marking and Branding and Standards for Global Marking, MSI will use MCC Identity (one color, grey scale or color). Sample of the MCC Identity in grey scale:



If not authored, reviewed or edited by USAID, publications, videos, or other information/media products funded or partially funded through this award will include the following disclaimer:

“This study/report/audio/visual/other information/media product (specify) is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The author’s views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development, the Millennium Challenge Corporation or the United States Government.

The table below highlights the appropriate marking for each communication tool/deliverable that will be used to communicate and promote the advocacy and community participation program to different target audiences. The table specifies when in the performance period the marking will be done and where the marking will be placed.

Communication Tools/Program deliverables	Type of marking and materials	When in the performance period the program deliverables will be marked	Where the marking will be placed
Program Documents			
Program documents such as: work plans, quarterly performance reports, any other program documents	USAID Identity and MCC logo will be displayed on the front cover page	Document preparation stage	On the front cover page
Events			
Events, such as: conferences, meetings, workshops, training, roundtables, press conferences, and any other public activities and meetings under the program	1. Meeting facility will be marked with banner carrying USAID Identity, MCC logo, and name of the program. The banner will be made of a durable fiber that can be easily carried in a shoulder bag.	1. During the meeting	1) At the top of the banner. The banner will be placed at the location that would make it visible for most participants. Photos from these events can be made with the banner at the background.
	2. Event materials (invitations, handout materials, press releases, etc.) will prominently display USAID Identity and MCC logo on the front cover page. A paragraph acknowledging USAID and MCC sponsorship will be included in the text.	2. Document preparation stage	2. On the front cover page

Communication Tools/Program deliverables	Type of marking and materials	When in the performance period the program deliverables will be marked	Where the marking will be placed
	3. USAID and the American's people support will be acknowledged verbally: <i>"This program is made possible by generous support of the American people through the United States Agency for international Development."</i>	3. During the meeting	3. At the beginning of the meeting
Public Communications			
Press Releases	Project letterhead with MCC and USAID acknowledged in writing.	Document preparation stage	On the front cover page.
Program Website	Electronic USAID Identity and MCC logo will be displayed on the main page. The disclaimer will be placed on the main webpage.	During website design and operations.	On the main webpage
Publications and communication documents: program information materials, brochures, and other printed materials produced by the Project team such as: Guidebook on Rules and Procedures for the Selection and Dismissal of Judges, Monthly Bulletin of the National Council, training curriculum, and others.	USAID Identity and MCC logo will be prominently displayed. A paragraph acknowledging USAID and MCC sponsorship will be included. The disclaimer will be placed on the front cover page.	Document preparation stage	USAID Identity and MCC logo will be placed on the front cover page. Disclaimer will be placed at the bottom of the front cover page
Articles in local newspapers paid from the program funds	USAID, MCC and the American people's support will be acknowledged and the disclaimer will be placed along with the article.	Document preparation stage	At the beginning or at the end of the text.
Local radio and TV programs paid from the program funds	USAID, MCC and the American people's support will be acknowledged and the disclaimer will be made verbally	During the broadcast	During the broadcast
Commodities/Equipment			
Equipment and furniture	Stickers with USAID identity large enough to be clearly visible at a reasonable distance	Immediately after installation	On all equipment and furniture items procured under the award.

3. REQUEST FOR EXEMPTIONS TO THE BRANDING AND MARKING STRATEGY

No exceptions to marking are foreseen at this time. However, if a case for exception arises during the course of the program, MSI will submit a justification, through the CTO, for not following the guidelines outlined in this document.

ANNEX I: BRANDING AND MARKING INSTRUCTIONS FROM THE TASK ORDER CONTRACT

SECTION D – PACKAGING AND MARKING

D.1 MARKING AND BRANDING

The contractor shall comply with both the MCC and USAID Branding and Marking Regulations. Please refer to the below USAID Marking and Branding Regulations as well as to Attachment 1 – MCC Marking Regulations.

AIDAR 752.7009 MARKING (JAN 1993)

- (a) It is USAID policy that USAID-financed commodities and shipping containers, and project construction sites and other project locations be suitably marked with the USAID emblem. Shipping containers are also to be marked with the last five digits of the USAID financing document number. As a general rule, marking is not required for raw materials shipped in bulk (such as coal, grain, etc.), or for semi finished products which are not packaged.
- (b) Specific guidance on marking requirements should be obtained prior to procurement of commodities to be shipped, and as early as possible for project construction sites and other project locations. This guidance will be provided through the cognizant technical office indicated on the cover page of this contract, or by the Mission Director in the Cooperating Country to which commodities are being shipped, or in which the project site is located.
- (c) Authority to waive marking requirements is vested with the Regional Assistant Administrators, and with Mission Directors.
- (d) A copy of any specific marking instructions or waivers from marking requirements is to be sent to the Contracting Officer; the original should be retained by the Contractor.

Branding

The Contractor shall comply with the requirements of the USAID “Graphic Standards Manual” available at www.usaid.gov/branding, or any successor branding policy.

END OF SECTION D

SECTION F – DELIVERIES OR PERFORMANCE

F.1 PERIOD OF PERFORMANCE

Required Deliverables	Delivery Date
General Deliverables:	
1. Branding and Marking Strategy	NLT 30 days after the effective date Effective Date is October 1, 2008

TASK ORDER CONTRACT – ATTACHMENT I

MCC Marking Regulations

These guidelines provide specific instructions on the appropriate use and placement of the Millennium Challenge Corporation logo. They also provide broad guidelines for Accountable Entities in creating their logo and specific marking guidelines for Millennium Challenge Corporation Threshold Program agreements.

Living Document

The Millennium Challenge Corporation reserves the right to revise, update, and change this document from time to time as necessary.

Exemptions

Accountable Entities created prior to October 31, 2006 and having already established a name and a logo and whose logo is already widely distributed are not required to follow the naming and logo standards outlined herein. All other guidelines shall be followed, as appropriate.

Authority

Specific language in the legal agreements for Millennium Challenge Corporation Compacts requires compliance with the standards outlined in this document. Language in the legal agreements for Threshold Program Agreements provides specifics on how these standards shall be applied.

Branding and Marking with Others

With U.S. Government Departments and Agencies

Other United States government departments or agencies may display its seal, logo or signature on any material purchased or paid for with funds disbursed pursuant to a Millennium Challenge Corporation Compact or Millennium Challenge Corporation Threshold Program Agreement when the department or agency provides goods or services while partnering with the Millennium Challenge Corporation, an accountable entity established by a Millennium Challenge Corporation Compact, or as part of a Threshold Program Agreement.

All seals, logos, or signatures shall be the same size, though the Millennium Challenge Corporation reserves the right to have dominant placement for its logo or for an accountable entity's logo.

With Foreign Governments

Foreign governments may display its seal, logo, signature, or other national insignia on any material purchased or paid for with funds disbursed pursuant to a Millennium Challenge Corporation Compact or Millennium Challenge Corporation Threshold Program Agreement when the government provides goods or services while partnering with the Millennium Challenge Corporation, an accountable entity established by a Millennium Challenge Corporation Compact, or as part of a Threshold Program Agreement.

All seals, logos, signatures, or national insignia shall be the same size, though the Millennium Challenge Corporation reserves dominant placement for its logo or for an accountable entity's logo.

With Non-Governmental Organizations, Non-Profit Institutions, and Other Partners

An organization may display its seal, logo, or signature on any material purchased or paid for with funds disbursed pursuant to a Millennium Challenge Corporation Compact or Millennium Challenge Corporation Threshold Program Agreement when the organization provides goods or services while partnering with the Millennium Challenge Corporation, an accountable entity established by a Millennium Challenge Corporation Compact, or as part of a Millennium Challenge Corporation Threshold Program Agreement.

All seals, logos, or signatures shall be the same size, though the Millennium Challenge Corporation reserves the right to have dominant placement for its logo or for an accountable entity's logo.

With Contractors

Contractors may not include their logo, brand mark, signature, company name or provide any other representation of their company on any material purchased or paid for with funds disbursed pursuant to a Millennium Challenge Corporation Compact or Millennium Challenge Corporation Threshold Program Agreement.

Identity Elements

Official Names

Millennium Challenge Corporation

The official name of this United States agency is the "Millennium Challenge Corporation" and shall be referred to as such. Any reference using the official name shall always be done so first in English but may then be translated as required by law or custom.

Accountable Entity

All accountable entities shall be known as "Millennium Challenge Account – Countryname" where *countryname* is the most commonly recognized name of the country by its citizens. Use the accountable entity's formal name – Millennium Challenge Account - Countryname – when first referenced. Thereafter, it may be referred to as "MCA - Countryname."

“Millennium Challenge Account – Countryname” may be translated where appropriate, but shall be done so consistently. The entire phrase, “Millennium Challenge Account – Countryname” shall be translated and may be re-arranged to ensure that it appears grammatically correct in the translation.

Threshold Program Agreements

No formal name is identified with a threshold agreement as different U.S. government agencies and other organizations may administer the program.

Logo

A logo is recognizable in many different instances: from a glance at a letter printed on your letterhead to noticing it as you’re driving by a sign posted next to a roadway. Be aware that the less intricate the logo’s design, the more likely people will recognize it quickly.

Millennium Challenge Corporation Logo

The MCC logo shall be used in both Millennium Challenge Account and Millennium Challenge Threshold countries to represent both the MCC and the United States of America.

Accountable Entity Logo

Accountable entities shall create a logo which serves as an element of its signature. The accountable entity logo shall conform to the following guidelines:

1. The logo must be a circle.
2. The logo must include “Millennium Challenge Account,” which may be translated.
3. The logo must include the most commonly recognized country name by its citizens, which may be translated.
4. The logo must acknowledge the generosity of the people of the United States of America. The Millennium Challenge Corporation reserves approval authority, which will not be unreasonably withheld, for the accountable entity’s logo.

Logos for Threshold Program Agreements

Threshold Program countries shall not create a unique logo to represent the relationship and efforts created out of the Threshold agreement. Threshold countries shall use the Millennium Challenge Corporation logo (shown above) or the flag of the United States of America. Threshold Program countries may use their own flag or national insignia *in conjunction with* either the Millennium Challenge Corporation logo or the flag of the United States of America to create a signature for their Threshold Program agreement. See the “Signature” section for more detail.

Signature

A *signature* is the compilation of multiple pieces of branding to create one unified, recognizable symbol.

Accountable Entity Signature

The accountable entity logo combined with any tagline serves as the signature. See the “Logo” section for specific requirements for accountable entity logos. See the “Tagline” section for specific requirements for accountable entity taglines.

For accountable entities whose logo was created prior to October 31, 2006 and whose logo does not conform to the guidelines outlined in the “Logo” section, either the MCC logo or the flag of the United States of America must appear with the logo as part of the signature.

The signature shall be used on all material promoting the accountable entity’s partnership with the Millennium Challenge Corporation and shall be used for the duration of the Compact agreement.

Signature for Threshold Program Agreements

Threshold Program countries shall use either the Millennium Challenge Corporation logo or the flag of the United States of America as their signature. Threshold Program countries may use their flag or other national insignia in conjunction with either the Millennium Challenge Corporation logo or the flag of the United States of America to create a signature unique to the country. The flag or other national insignia of the Threshold Program country must be the same size as either the Millennium Challenge Corporation logo or the flag of the United States of America.

The tagline is a “catch phrase” that embodies the purpose of an organization. The Millennium Challenge Corporation’s tagline is “Reducing Poverty Through Growth.”

Accountable Entity Tagline

The accountable entity may choose to create a tagline. The tagline shall never be used without the accountable entity’s logo.

Taglines for Threshold Program Agreements

Threshold countries shall not create a unique tagline, but may use the MCC tagline in specific instances.

Color

Accountable entities may not adopt the official colors of the Millennium Challenge Corporation.

Color Usage Consistency

Color usage shall be consistent. If the accountable entity’s signature or logo or Threshold Program signature appears in full color, the MCC logo or flag of the United States must appear in full color; conversely, if the accountable entity’s logo or Threshold Program signature appears in black and white (or one color), the MCC logo or flag of the United States must appear in black and white (or one color).

Usage and Placement

The accountable entity signature or Threshold Program agreement signature shall be placed on any material purchased or paid for with funds disbursed pursuant to an MCC Compact or Threshold Program agreement that is visible to a significant portion of the population where the item is placed. Location, size, and frequency of placement of the signature shall be determined by the accountable entity or Threshold Program agreement implementer, but shall be placed prominently and sized proportionally to the material or object.

Miscellaneous

Accountable Entity Marking Manual

Accountable entities may, but are not required to, use the Millennium Challenge Corporation *Standards for Corporate Branding and Marking* as a model for establishing rules and guidelines for appropriate usage of its logo, signature, and colors.

Whom to Contact with Questions

Address any questions to:

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