



**USAID**  
FROM THE AMERICAN PEOPLE

## Publication Standards



Bureau for Management  
Office of Management Policy, Budget, and Performance  
Performance Division

November 26, 2012

## Table of Contents

Cover Page.....	1
Layout and Formatting.....	2
Language .....	4
One-Pagers .....	4
Bibliographies.....	5
Quality Control .....	6
Print-Shop Instructions .....	6
Annexes:	
<b>Annex A: Sample Cover Page</b> .....	7
<b>Annex B: Sample One-Pager</b> .....	7
<b>Annex C: Printing/ Distribution Request Form</b> .....	7

## Cover Page

Every final Performance Division (PERF) document, except one-pagers and briefers, should include a color cover page. Cover pages have three main sections: 1) USAID Logo, 2) Document Title, and 3) Footer. The cover page should follow the format below. A sample cover page can be found in Appendix A.

1. Place a USAID logo in the top left corner of the page (approximately -0.75" from the horizontal margin and -0.25" from the vertical margin).



2. Separate the logo section from Document Title section using a 3pt. thick, USAID Red line. Line should be placed 2" from the top of the page.



3. Place icon/picture/graphic in the middle of the page.

4. For documents with an icon/picture/graphic, document titles should be in **bold,**

**USAID Dark Blue, Calibri 26 font.** Titles should be centered text boxes directly below the red line. For cover pages without an icon/picture/graphic, the font size can vary in order to minimize white space.

5. Footers are a solid USAID Dark Blue band with white font placed at the bottom of the page. The blue band should be 2.77"H and 8.5"W. Font size is Calibri 16 for organization information and Calibri 14 for the date. Paragraph should be centered:

Bureau for Management  
Office of Management Policy, Budget and Performance  
Performance Division

Date

## Layout and Formatting

All PERF documents need to have consistent layout and formatting. Not all documents have the same components, but apply these rules to all PERF products where applicable. *Standard one-pagers follow a different layout and format. See the One-Pagers section for specifics.*

### 6. Fonts:

#### Reports

- Body font document should be Calibri 11
- Section headings should be **Calibri 12** (51R, 103G, 153B)
- Figure headings should be **Calibri 12**
- Annex and Title headings should be **Calibri 24**
- Figures should have axis titles in Calibri 10
- Figures should have axis numbers/labels in Calibri 9

#### One-Pagers

- One-pagers follow a different layout and format. See page 4 for specifics.

7. Always capitalize the first and the last word of titles or headings. Capitalize all nouns, pronouns, adjectives, verbs, adverbs, and subordinate conjunctions ("as", "because", "although"). Do not capitalize articles, coordinate conjunctions ("and", "or", "nor"), and prepositions under five characters. Do not capitalize the "to" in an infinitive.

### 8. Spacing:

- There should be consistent spacing – Calibri 12 between **headings** and first statement/sentence.
- Use the “No Spacing” style in Word (NOT the default Normal).

 This is the “No Spacing” format.  
See the difference?

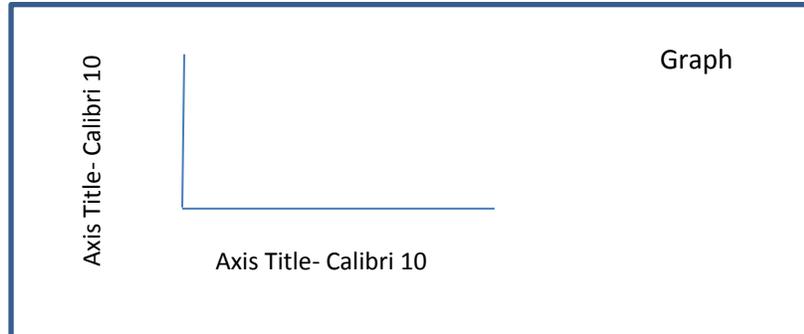
 This is the “Normal Format.”  
See the difference?

9. Margins should be mirrored for easy front/back printing. Go to Page Layout, Margins, and choose the Mirrored option.

10. If document should have two columns, column formatting should be applied AFTER it is written; editing around figures is difficult so adding a two column format should be a last step.

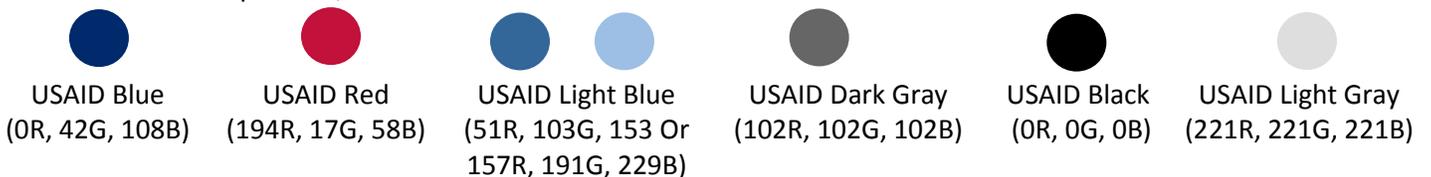
11. Every figure, graph, or callout box must have a title and a number (outside figure box). Each figure must have a key and axis titles.

Figure 1-A: Title – Calibri 12 (Outside of the figure box)



12. Endnotes are preferred over footnotes. If you must use footnotes, be consistent – never use Endnotes and Footnotes in the same document. Endnotes (or footnotes) should be Calibri 10.
13. If the document has chapters or annexes, ensure the structure of every chapter or annex is consistent (that is, format, color schemes, etc.).
14. Pagination:
  - All documents, except one-pagers, must have page numbers. Page numbers should go bottom center of each page. Page number 1 should be the first page of text (after the Table of Contents). The cover page, inside of the cover, and table of contents should not be numbered. Annexes should be numbered separately and should start with the annex letter followed by the number. For example: A-1, A-2, A-3, A-4, etc.
  - Avoid “hanging” titles, sub-titles, or tables. For example, the title of a section should never be the last line of a page.
  - Section numbering should be as follows:
    - Main sections: 1, 2, 3
    - Sub-sections: 1.1, 2.1, 3.1
    - Figures: 1-A, 1-B, 2-A, 3-A (where number refers to chapter and letter refers to consecutive figure, for example the third figure in chapter 1 should be Figure 1-C.)
    - Annexes: A, B, C, D, etc.

15. When possible, use the USAID Color Palette:



## Language

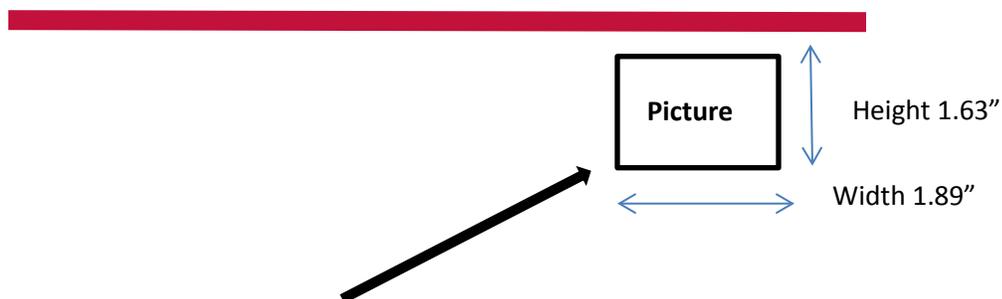
PERF documents should use consistent language and grammar throughout each product, as well as follow plain language writing principles. Consistency is important.

16. Use simple language and avoid passive voice.
17. Every key adjective or critical definition must be explained (consider a call out box if applicable).
18. Uncommon or new terms should be used consistently throughout each section of the document. The term should also be consistent in the glossary (if applicable).
19. Acronyms should be spelled out the first time in each paper.
20. Reference the [Style Guide](#) for clarification on grammar and language not specified here.

## One-Pagers

All PERF one-pagers should follow the one-pagers template (Annex C). The document consists of a USAID logo, a title, contact information, a callout box, and a section referencing “what, why, who, and how.”

21. Place standard USAID logo in top left corner of page (See Cover Page section for specific directions).
22. Title of document or logo should be placed in the top right corner of page. There is no specific size for this, but it should not exceed the size of the USAID logo on the left.
23. The one-page font is Calibri 11 or Calibri 12 depending on the space needed for the page. However, if for any reason your product is in a different font style, make the one-pager font consistent with the product font.
24. USAID Red line 7.5 thick separates logo section from the information.



25. If there is an icon/picture, it goes in right corner below red line

26. USAID **Dark Blue Bold text boxes with white font** Calibri 12 to note each section.



27. One Calibri 12-font sized space goes between each section.
28. Callout box should be a solid **USAID Dark Blue box with white font** noting any important points from the one-pager (should be a bulleted list of key information). The header of the box should be **bold, underlined, and centered in the box.**
29. On bottom left corner is **USAID Dark Grey box with white font** noting Contact Information including name, title, email, and phone number.

### Bibliographies

All PERF products that required outside research must have a bibliography. It is important to keep a file of these sources as you go along – do not try and compile a bibliography at the END of the product.

30. Use the AP Style of writing, but for references and bibliographies, follow the Chicago Manual of Style (CMS). The [Quick Facts](#) are available without a subscription. Because the AP style is used in the writing of news – considered a primary source – it does not have a strict set of guidelines for citing secondary sources. To cite a secondary source, most AP journalists use the same type of in-text citation they use for direct and indirect quotes. Therefore, when gathering information for a PERF document, be sure to gather enough information from your source to be able to complete a Chicago Style citation.
31. Entries should be single spaced, with a double space in between each entry.
32. If an entry goes over one line, the second line should be indented.
33. When using two or more works by the same organization or author, the names are not repeated but indented and marked by three dashes. For example:

Steinbeck, John. *The Grapes of Wrath*. New York: Penguin, 1939.  
---. *Of Mice and Men*. New York: Penguin, 1938.

**34.** When citing a work by an organization, use the bureau or subgroup to help identify it for the reader. Example:

USAID. "Policy Framework 2011-2015." Accessed September 24, 2012.  
transition.usaid.gov/policy/USAID\_PolicyFramework.PDF

USAID, Bureau for Africa. "Addressing Democracy in Zimbabwe." March 13, 2008. Accessed September 24, 2012. [usaid.gov/Zimbabwe.pdf](http://usaid.gov/Zimbabwe.pdf)

---. "Maternal Health in Sub-Saharan Africa." June 21, 2011. Accessed September 24, 2012.  
[usaid.gov/mhafrica.pdf](http://usaid.gov/mhafrica.pdf)

## Quality Control

Before any publication goes to the Print Shop it must go through a final quality control check.

**35.** Do not assume Word has caught spelling and grammar errors. Go through the document and have a colleague go through it for a final spelling and grammar check.

**36.** Some common errors to double check are:

- Make sure page numbers and table of contents are correct, especially if you used the automatic table of contents generator.
- Make sure all numbers add up correctly. If you are recommending time breakdowns for a one-hour meeting, the recommendations must add up to 60 minutes.
- Look for hanging tables, titles, or subtitles after all of the edits have been made so you don't accidentally create some while making final edits.

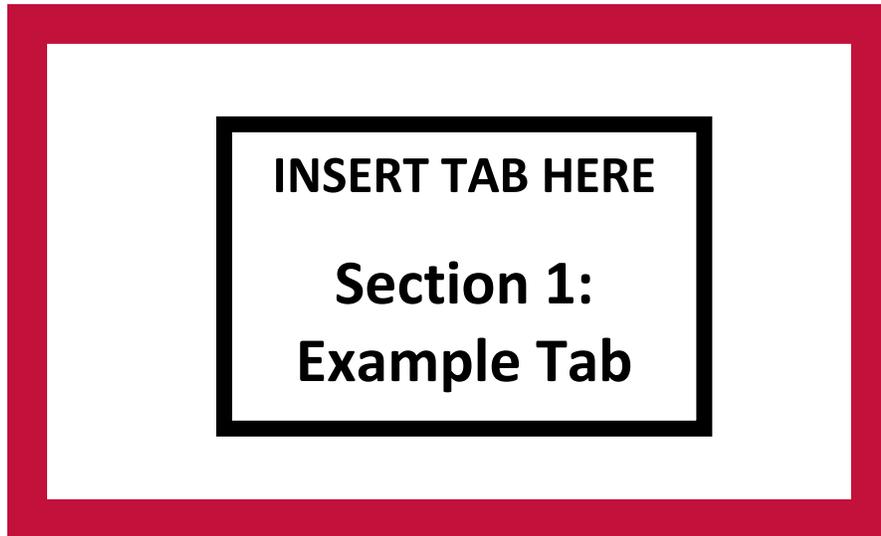
## Print Shop Instructions

Before taking any document to the print shop, you must show the print-shop form to Subhi for approval. It is important to ensure that all page placement is correct and has been checked and double checked before getting anything printed. Be sure to speak with print shop employees to discuss your request form, binding, and tabs. It is useful to bring a copy of a past PERF product with you.

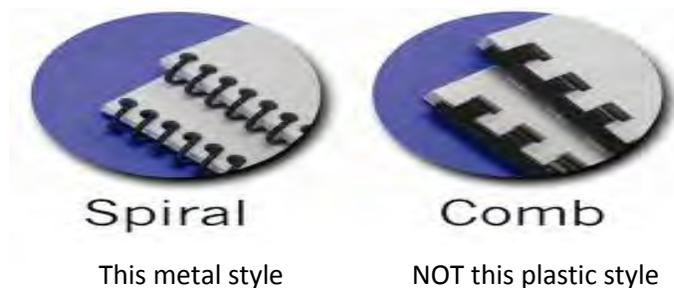
**37.** Most print shop documents will be a double-sided print job. To get a document print ready, you must insert blank pages where you want a blank page.

**38.** Take a one page blank Word document, PDF it, and save it in your file. Insert this page at the end of sections, or wherever the page would not be double-sided. For example, the back of a tab should be blank. To insert a page in PDF, go to Document, Insert, and choose your Blank Page file you saved. Insert it at what page number you would like it to be.

**39.** If the document has tabs, save each tab on a Word document with a thick 15 pt. USAID red border. The box should say: INSERT TAB HERE, and the title of the tab in a bold box on the page. Make sure to explain to the print shop staff that these pages should be removed and replaced with tabs.



40. To see an example of a double sided print job with tabs and blank pages, see [AIDStat](#) .
41. Have a colleague double check that your blank page placement is correct. Print the document front/back (try the printer on Budget Row) and double check that your placement is correct before going to the print shop.
42. Fill out print shop request form shown in Appendix C. Although they have this form, it is helpful to walk through each thing you would like with someone in the shop.
43. Instruct the print shop to put in your tabs, and show them how you put in the Insert Tab Here page in each location a tab should be.
  - i. You should bring them a separate, numbered Word document showing the names of the tabs to ensure no confusion
44. If you are getting a spiral bound print shop document, specify that it should be spiral bound with the metal spirals–NOT the comb plastic spirals.
  - i. The print shop currently has a turnaround time of approximately a week for metal spiral binding.
  - ii. If your document is being stapled, however, you should expect a turnaround time of two to five days.



45. The print shop is located on Basement level 2, through the double doors on the left.

# Annex A: Sample Cover Page



**USAID**  
FROM THE AMERICAN PEOPLE

## AIDStat:

### A Framework for Conducting Stat Reviews at USAID



Bureau for Management  
Office of Management Policy, Budget, and Performance  
Performance Division

August 29, 2012

# Annex B: Sample One-Pager



**USAID**  
FROM THE AMERICAN PEOPLE

**AIDStat**

Stat (short for “Statistical”) Reviews are a series of regularly scheduled, data-driven meetings that help executives monitor short and long-term performance. Using a model successfully implemented in New York City, several municipal, state, and federal government agencies have built upon Stat to monitor and improve the entire scope of government services. AIDStat is USAID’s methodology for conducting Stat Reviews. The AIDStat suite includes: a step-by-step business process for implementing AIDStat, a synthesis of best practices for the AIDStat process, and a synthesis of best practices for supplementing AIDStat with the use of executive dashboards. AIDStat will be a requirement under USAID’s new Operations Management Policy.



**WHY** Stat Reviews prioritize the use of accurate and timely data in order to build an objective framework upon which to base decisions, measure progress, identify obstacles, set and adjust objectives, and examine overall challenges to strategic planning. Having already proved effective in other local and national government contexts, Stat can play a key role in USAID’s efforts to strengthen its central management performance capability. Stat responds to several key requirements of the Government Performance and Results Act Modernization Act 2010 by encouraging continuous improvement, the development of a sound policy framework, effective and efficient operations, wise fiscal stewardship, and accountability.

**CONTACT**

Subhi Mehdi  
Chief, Performance  
Division

Bureau for  
Management, Office  
of Management  
Policy, Budget, and  
Performance

[smehdi@usaid.gov](mailto:smehdi@usaid.gov)  
202-712-5101

**WHO** An Assistant Administrator generally serves as the Stat Chair, supported by a Stat Director. A review panel is comprised of senior staff, including the Stat Chair and Stat Director.

**HOW** Presenting directors review high-level metrics and note trends or variations. A significant portion of the meeting is devoted to discussing particular topics and using supporting data and analysis to identify root causes, inform in-depth discussion, and present potential decision points. The meeting generally concludes with the assignment of new follow-up items to the responsible parties.

## CORE PRINCIPLES

- Constructive meetings focused on problem solving
- Accurate and timely data
- Effective strategies and tactics to deploy resources rapidly
- Relentless follow-up and assessment

## IMPLEMENTATION

Because Stat Reviews are results and data-driven processes, a Bureau or Independent Office must already have the following in place prior to implementing AIDStat:

- Strategic Plan
- Action Plan
- Performance Management Plan

# Annex C: Printing/ Distribution Request Form

CONTROL NO.	PRINTING/DISTRIBUTION REQUEST		Security Classification	Completion Date (ISS Use ONLY)
Requested By		Date Submitted	Date Required	
Office Symbol	Building Room Number	Mail Stop 20523 -	Telephone Ext.	
<b>I. PRINTING</b>				
Document Title or Description	No. of Pages	Finished Size	Quantity	Print <input type="checkbox"/> 1 side <input type="checkbox"/> 2 sides
Printing Instructions				
<input type="checkbox"/> Duplicating <input type="checkbox"/> Offset <input type="checkbox"/> Staple <input type="checkbox"/> Assemble <input type="checkbox"/> Punch/Drill <input type="checkbox"/> Wrap <input type="checkbox"/> Other (Specify)				Other:
Special Printing Instructions				
<b>II. DISTRIBUTION (see attached page for instructions)</b>				
List Name	List Number	Attention Clause	Date Received (ISS Use ONLY)	
<b>III. DELIVER EXTRA COPIES TO</b>				
Name	Office Symbol	Room Number	Building	Telephone Ext.
<b>IV. APPROVING OFFICIAL</b>				
Typed Name	Title	Signature		

AID 5-18 (12-90)